

THE
ART AND SCIENCE
OF SELLING

NATIONAL SALESMENS
TRAINING ASSOCIATION

The Art and Science of Selling

VOLUME I



The Salesman

NATIONAL SALESMENS TRAINING ASSOCIATION
Chicago

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Introduction

For many years one of the world's GREATEST NEEDS has been an AUTHORITATIVE text work on Salesmanship.

It was to meet and satisfy this great need that the tremendous task of gathering all available information and compiling it in this Course was undertaken.

During recent years there has been a very heavy demand for an approved Course of this nature, not only for the use of those ambitious to become Salesmen and those who are now Salesmen, and who know that with the proper knowledge they can do better, but for the use of Salesmanagers and Employers everywhere, and also for the use of Schools, Colleges and other educational institutions.

Prominent educators have in the past few years come to realize the need for adding SALESMANSHIP to the list of subjects taught in our Schools and Colleges, and it is reasonable to expect that all educational institutions will in time include this subject in their curricula.

To me it has always been a source of much wonder why this was not done years ago, since the prime object of education is the developing of personal efficiency and a thorough knowledge of SELLING must be had before a person can be called thoroughly efficient.

Hundreds of thousands of young men and women graduate from the Schools and Colleges throughout this broad land, without even a rudimentary knowledge of salesmanship or personal efficiency, yet by far the greater number of them must sell their services no matter what line of endeavor is followed.

The purpose of this Course in Salesmanship and Personal Efficiency is to give ambitious men and women an opportunity to improve themselves and become successful, scientific Business Producers through spare time or whole time study.

The principles of Salesmanship are universal in application and in this Course we have not only outlined the fundamentals in selling but have **EXPLAINED** and **ILLUSTRATED** to such a degree that you can easily **APPLY THE PRINCIPLES** to any line of selling you may select.

We have long realized the need of a Course that would be in a sense "The Last Word in Salesmanship," and have endeavored to make this Course so Complete and Practical that it will enable you to work out for yourself every angle in the Art of Selling when once you have mastered the Science of Selling through our training.

In the preparation of these lessons, we have given careful consideration to the requests and requirements of Salesmen in various lines of business. Points of view of thousands of Salesmen and former Students, now successfully holding positions as Salesmen and Sales Managers, have been taken into consideration in preparing this Course.

We have taken the greatest pains and gone to great expense in selecting the material contained herein from the most reliable sources. It represents the combined thought of thousands of successful Salesmen and Sales Managers; men who have made good in all branches of selling and who have been able to dig down into the underlying principles that govern successful business transactions.

In preparing this Course in the Art and Science of Selling, five of the most important points observed and strictly adhered to are **ACCURACY**, **COMPLETENESS**, **CONVENIENCE**, **SIMPLE** and **UNDERSTANDABLE LANGUAGE**, and **PRACTICABILITY**.

ACCURACY is necessary because inaccuracy would be worse than no knowledge at all. Accurate knowledge can be applied to produce profitable results, whereas inaccurate information would result in actual loss.

COMPLETENESS is necessary in a Course on Salesmanship so that the Student possess sufficient knowledge to handle any sale or part of a sale and that he be prepared to take care of any situation that may arise.

The need for **CONVENIENCE** can be seen when we consider that the Student's time is valuable and must be conserved.

SIMPLE and **UNDERSTANDABLE** language makes it easy and natural for the Student to master all of the principles with the least expenditure of effort and in the shortest possible time.

PRACTICABILITY of the selling plans and methods, as well as the lessons on personal development, requires that each plan or method be one that has been thoroughly tried out and found to be the best way of accomplishing the object intended.

These and other essential points have been carefully observed and from the vast amount of information we have collected extending over a period of more than ten years of effective Teaching and Salesmanship, combined with practical suggestions made by Salesmen and Sales Managers engaged in the work of selling all classes of merchandise, among whom are thousands of Salesmen and Sales Managers who have been instructed by our Association, we have chosen the **BEST** and **MOST PRACTICAL** information which can aid you in becoming the highest and best type of Salesman.

We have consulted the highest authorities on all phases of the work and the Course contains the life knowledge of many of the most eminent specialists in Sales work.

Above all and of the utmost value and importance to you, is the system of **SELF-QUIZZES** which is absolutely the newest and best method of causing a Student to clearly and distinctly understand and realize the essence of each point brought out. They are so far in advance of diagrams or illustrations of any other kind as to admit of no comparison.

A corps of able writers and educators have collaborated with me on this exhaustive and comprehensive survey of the field of selling, and to them, as well as to my own immediate associates and assistants, I extend my sincere thanks and commendation.

Prominent and I might even say pre-eminent among these gentlemen, is Mr. Arthur G. Taylor.

When we had decided to prepare a New and Standard Course in Salesmanship, we looked about for the men whose

training and experience would combine with our own to secure a PERFECT Course. We had often heard of Mr. Arthur G. Taylor's work in writing Sales Manuals, in preparing Store Manuals, and of his ability as a Lecturer, Teacher and Writer on Salesmanship and Business Subjects, and we were especially impressed with his remarkable power of analysis and determined to secure his services in aiding us to investigate, assemble, compile and assist in the editorial work, necessary to the preparation of this Course.

In collaboration with Mr. Taylor, his staff of assistants, and the other able gentlemen hereinbefore referred to in the production of this Course, I have drawn from my many years of practical experience on the road in varied lines of selling and my contact with the thousands of men and women who have enrolled as members of the Association during the period of more than ten years that I have been connected with it.

One condition in which we have always taken great pride is the high percentage of Members who have graduated from our Association.

We believe that you will add yourself to this list of Successful Members by taking great pains in the study of each lesson in the Course, and by becoming so proficient that ABSOLUTE Success in Selling will result when you actually apply the principles you learn herein to your daily work.

One of the reasons why you have been cordially welcomed as a Member of the Association is that we feel certain you will be a credit to us and that we can accurately enable you to develop into the highest type of Salesman. We feel sure you will not fail to give us the best that is in you, just as we are giving you the best sales information obtainable through long experience in Salesmanship, and through the assistance of the best investigators and sales analysts in the field.

As a practical Salesman myself, and as a teacher of the Science for more than ten years, I should have the advantage of knowing the subject from all viewpoints.

This advantage is to the ultimate benefit of those who

pursue this study. These Text-Books cover the entire field of Selling. Everyone has something to sell, whether it be ideas, services, or commodities.

Our aim has been to select all the facts that are essential to a full knowledge of the practice of Salesmanship. The magnitude of our task can to some degree be realized when you consider that we have combined the best ideas of thousands of the best workers in the sales field.

Where judgment is to be exercised or a remedy applied to an unfavorable condition, will it not be done better by those who know what they are doing than it could be done by those who are merely guessing?

Methods which give substantial, practical results are the best and we have herein endeavored to give you:

(1) An intimate acquaintanceship with all that pertains to the Science and Art of Selling.

(2) A system for the moulding of your character in accordance with the highest and best ideals of the past and present.

(3) A complete mastery of the technique of your life work—Salesmanship—which will lend to that work the finished touch of the true artist.

(4) That complete self-confidence, untainted by unjustified self-conceit, which brings in its train the courage and enthusiasm that makes success certain.

With this splendid set of books at hand, you are fore-armed against unexpected situations that may arise and can foresee and be prepared to answer all questions. The value of this can be seen at a glance when you consider how humiliating it is to be obliged to confess ignorance regarding points it is your duty to know.

In fact these books in themselves constitute a LIBERAL EDUCATION. It will be impossible for the Student or Salesman to exhaust this storehouse of sales knowledge.

It is not a cheap, hastily and poorly put together set of instructions made merely to catch money. It is a precise, accurate, up-to-date presentation of all the essential facts of Salesmanship for the use of Salesmen and people of all sorts and conditions everywhere.

We have not specially endeavored to clothe these instructions in classic English. On the contrary, a free use of forceful, understandable American terms has been made. We have developed in these United States a language which is totally different in many particulars from that in use in other English Speaking Countries, yet which serves the primary purpose of language in the clear expression of ideas much more efficiently.

The Course is a most wholesome contribution to the literature that makes for success. It is most cleverly written and deserves the remarkable success it has achieved. It abounds in passages of great beauty and strength but the most noticeable feature is the solidly sensible outline of the individual's needs and the directions showing how to develop what is needed. It is written for everyday people and serves a great need.

The golden threads of information which are so closely woven into its pages represent the essence of all of the best that has ever been done or attained in the Field of Selling. What others have done, all may do.

Each of us is building his own world—himself. We build from within and gather much of our material from without. These instructions supply all the outer material necessary for the building of a perfect inner knowledge of Salesmanship.

The life that can thus be moulded from within, is not a matter of guess work but of positive knowledge, which means coming into the possession of unknown riches consisting of the realization and use of undreamed of personal powers within yourself.

For convenience, and only for convenience, the masculine noun and pronoun are used, but every word is intended for women as well as for men. Custom, as well as convenience, has suggested this form. The constant mention of both sexes would be confusing and require unnecessary repetition and space.

It is the object of this complete series of instructions on Salesmanship in all its aspects, to afford our fellow-men and those who come after us a ready means of ascertaining what goes into the making of a successful Salesman, with

a view to developing those qualities in the highest possible degree and to set before them all that the experience, reasoning power, and ability of the best workers in the field of selling have made known to us.

It is presented to our fellow-men with enthusiastic belief in their ability to use this information in a way calculated to improve the general mental and physical progress of this great country, which is the greatest nation on earth and destined to surpass all others in the next fifty years, not only in population, wealth, and power, but likewise in attainment.

The accomplishment of this object of forwarding the progress of the Nation through the distribution of the valuable knowledge contained in this series of Instructions is surely well worthy of all the ten years of research, the burning up of individual energy day and night in bringing to a complete and usable form all of the authoritative information contained within these pages, and is a life work that has for its aim and end, the improvement of each fellow-man, mentally, morally and physically, thus adding to the wealth of the Nation and to the sum total of Personal Efficiency and Character.

To these objects this work is dedicated in a humble though thankful spirit—a great work with a great purpose.

I would like personally to be able to grasp your hand, and tell you how EARNESTLY and SINCERELY we want you to succeed in the profession of Salesmanship which you have so earnestly undertaken. We assure you of our hearty cooperation in the fullest possible degree. We will do everything in our power to insure your immediate and permanent success.

The National Salesmen's Training Association is the best known institution of its kind in the world. It is the most widely advertised School of Salesmanship in existence. Members are admitted from every known line of business.

All classes of Salesmen and Sales Managers have been trained by us. We have enrolled as members, men from every civilized land under the sun. Our National Advertising, we have found, has become International, and members have enrolled from Canada, South America, Mexico

Hawaii, the Philippines, from Australia, and New Zealand, from Africa, from China, Japan and the well-known countries of Europe.

Many Sales Managers who have reached their present high positions since becoming members of the N. S. T. A. have adopted this Course as a means of training their Salesmen. Thousands of practical salesmen who have graduated from our former Course will AVAIL themselves of the opportunity of using this Course to bring their Salesmanship knowledge up to the best present day standards.

There is only one way to become a highly efficient salesman—that is through the combination of CONTINUED STUDY and PRACTICAL EXPERIENCE.

The salesman should study the Science of Selling, either before he begins the practice, or while he is gaining actual experience, just as the doctor or lawyer or dentist must study his profession.

Your enrollment with us means that you are going to take the easiest way to become an expert—which is the quickest, least expensive and best way. It means that you will carefully study and consistently apply the knowledge we present for your consideration.

To you personally, we extend our greetings and bespeak to you our hearty co-operation in the study of this Course. You may depend upon us at all times to give you the greatest possible service, consistent with the development of your personality and individuality in Salesmanship. We know you are going to make a success of your study and improve yourself in your work through this Course.

J. E. GREENSLADE, President.
National Salesmen's Training Association.

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Remember—It is up to You to Make the Most of
 the Opportunity that now lies ahead.

LESSON NUMBER ONE

OPPORTUNITIES IN SALESMANSHIP

A PROFESSION OF WORLD SCOPE

IT IS not too much to say that the wealth created in the entire civilized world through the Manufacturing and Business Efficiency of the last half-century, is more than was created in the six thousand years of development previous to that time.

Much of this wealth is due to Creative Salesmanship and the distribution of most of it has come through Efficient Selling.

This is the day of the Salesman. If you can be of service in the distribution of this vast wealth, you can name a price for your services, directly commensurate with your *ability and results secured*.

Inasmuch as comparatively few men are far-seeing enough to seek what they need or want, it is the salesman's duty to call on them and give them a clear understanding of how his products or service meets their requirements. He must *sell* them, otherwise they will not buy.

Comparison With Inside Work

There is an *unlimited* demand for salesmen today. So great is this demand for efficient salesmen that some of our largest Manufacturers and Wholesalers have standardized their sales demonstrations and their selling plans and methods. Some firms have "sales manuals" for the use and benefit of their salesmen and themselves.

Some firms provide for the giving of a special sales training in their line to men who have been trained to sell or who have already proved their ability as profit-producing salesmen.

Clerical help is abundant. Professional and semi-professional schools turn out more graduates than can find positions. There is not only room for but a heavy demand for the Scientific Salesman, and this demand exceeds the supply.

Few men are able to seize opportunities as they come. They lack initiative and self-confidence. The man who chooses Salesmanship as his profession is the one who will get out of the small salary class into something that is bigger and better—a profession that will enable him to think and work out his ambitions, and in which his earning power is unlimited, being based upon his training, and the results secured through application of that training.

Service In Salesmanship

The opportunity for rendering service in the sale of goods is the element that puts Salesmanship at the head of the professions in usefulness to mankind.

To sell a legitimate, useful article to a customer who would not have had the benefit of it without your bringing it to his attention is to do him a favor.

Many a widow has thanked the insurance agent for selling her deceased husband insurance against his prejudices. Many an orphan has received an education from the payment received from the insurance people. The things that really benefit us most must be sold to us—it seems as though the things we desire most we need the least.

Cash registers remove temptation from the weak-moraled clerk. Many a man has had his greatest lesson in honesty impressed upon him by the necessity of living up to the strict integrity demanded by the cash register.

Men are creatures of habit, and anything that will make these habits good ones is a distinct benefit to mankind. Adding machines are conserving time and increasing bookkeeping efficiency. Typewriters are largely responsible for the growth of business.

Men did not want the wonderful inventions of the past fifty years. Salesmanship is responsible for the general use of sewing machines, agricultural machinery, electric lights, automobiles, and most of the comforts of life we have today.

Even shortened hours of labor, better pay, a better understanding between capital and labor, are all the result of one phase of Salesmanship.

Demand For Salesmen

If you will pick up any large city paper, you will find three or four times as many ads calling for salesmen as for any other single line of work. This enormous demand for men who can sell is brought about by the necessity of the producer moving his goods or service into the hands of that part of the public which will benefit by their use.

All large business concerns are constantly on the lookout for capable men who can help them keep their products moving toward the consumer. Any man who has trained himself in Scientific Salesmanship, and who has the confidence to sell his services, as well as his goods, will always find a place to use his training.

The Increasing Field

Each year scores of inventions come into being, many of which are of the utmost value to the public. But these inventions are not recognized as having such value until demonstrated by the progressive salesman. It is necessary, not only that an article have merit, but that attention be called to it, and kept centered on it, and the salesman performs this task with thoroughness and enthusiasm.

Many special lines of business are now developing, and it will be the duty of the salesman to bring the advantages of these specialties before the public.

Remuneration

In no other field is there the opportunity of earning as much money as there is in Salesmanship. Here a man earns what he is worth, for it is always possible for an efficient salesman to secure a position with a good firm, and when he goes out after the business, the larger his sales and profits, the larger his income.

One advantage that many traveling salesmen have is that they can save a large part of their earnings. When the salesman's traveling expenses are paid by the firm, if he is out on the road a greater portion of the time, he is not obliged to pay out much of his earnings for living expenses.

If he is married, however, he may have his home in the center of his territory or at a point where he can get

good transportation to and from his field of activity, each week, two weeks or month, as the case may be.

There is always a chance that the man who is out to sell things will run across bigger and better opportunities, and, being trained to seize such opportunities, he can turn them to good advantage. Many salesmen make investments that result in their becoming independent long before the average man is getting a real start toward success.

Advancement

Most Executives come from the men who sell things. It is recognized by business men that the man who can sell, who can handle his customers, who can give a good account of himself in the field of selling, is a safe man to trust with authority in the home office.

Thus it is that many salesmen are taken off the road and become Sales Managers and Executives in the main offices of the firm.

There is also the chance that the salesman will be put in charge of some branch office, or that an opportunity will present itself whereby he can with great profit to himself invest his time and money in some large retail business or in some manufacturing or wholesale business.

As the salesman's success depends, in part, upon his personality, it is necessary for him to develop it to the highest degree. This gives him influence over other men, and puts him in line for political preferment, or other fields of public endeavor, should he care to enter them. Many successful salesmen have been elected to the highest political offices in their community, city or state.

Many successful salesmen have become high-powered lawyers. Their broad knowledge of human nature, as well as their keen insight into the best methods of influencing others through argument, persuasion and suggestion, have made them unusually successful, many of them rising to the higher positions as corporation lawyers.

Social Opportunities

To the man who likes to know people, to develop that exceptional knowledge of human nature that so many of our big men assert is the basis of their success. Sales-

manship offers abundant opportunity. To the man who values friendship as one of the big things in life, no other profession can compare with this.

This knowledge of human nature, which makes it easy for the salesman to mix with any class of people, brings him a welcome wherever he goes, and insures the goodwill of friends and acquaintances. The salesman is thus surrounded with social as well as business opportunities.

Executive Power

As a salesman, your constant association with men of all classes gives you knowledge of their characteristics and how to handle them. You will have wrested success from contact with many a big man, and this ability will be of the greatest value to you in filling an executive position.

By meeting big men, you get bigger ideas. You learn their plans and methods and get self-confidence that will help you achieve. The time will come when an opportunity to put your own plans into practice will be presented, and then it will be up to you to make good. Careful attention to your work as a salesman is the thing that is going to make the larger opportunities become real.

Executive positions are waiting for the man who knows his business and who can apply the Principles of Salesmanship.

The Promoter

The field of promotion is really the highest and most exacting form of salesmanship. The richest men in the country are men who have promoted enterprises, and who have won out with the plans they promoted by their Salesmanship ability and experience.

If you seek great wealth and great honor in business, be willing to put in much effort to attain it, as the men who have made good in promotion are the men who have been willing to work hardest.

Traveling

Would you like to travel and see your country—or the world? Here is your opportunity. The salesman will

often travel from the lumber district of Maine to the fruit groves and vineyards of southern California.

He will see the pecan groves of Florida, and the cotton fields of the Southland. He will become familiar with the wheat belt of Kansas, Nebraska, and the Dakotas. He will see the fast-growing cities of the Middle West.

He will see the mountains and the valleys, the lakes and the rivers and the seas. He will see city, village, and country life.

In all seasons of the year the salesman can see Nature in her beauty. He will travel much and will learn and broaden his vision. He will become familiar with new landscapes, with all types of his countrymen, and will learn the customs of all kinds of peoples.

He will learn to be all things to all men, and he becomes a man of men by associating commercially and socially with them.

He can, if he wants to, see the ruins of the Old World, and the waterfalls of the New. He can see the world as it is. He can become a world citizen, for in traveling abroad, he will know foreign lands as well as he does his own.

He will know people, not only because he has seen them, but because he has lived with them, because he has in a sense become a part of them, and transacted business with them.

Education and Culture

Is it education you want? Salesmanship will encourage you to learn all you can, for it offers opportunity for use of all you can learn.

Is it culture? Meeting people and finding out their likes and dislikes will bring you the consideration for others which is the foundation of true culture.

As a salesman you will meet many people who are refined and educated, if you will only prepare yourself and take advantage of your opportunity.

The study of Salesmanship includes almost the entire range of human activity, and is in itself a broadening influence without equal.

If you need time for study, the hours of Salesmanship are not so long as to make it impossible for you to develop your mind.

Between trips or studying on trains, many salesmen have mastered foreign languages, thus preparing themselves for special service in foreign countries.

Today there is an excellent opportunity for the man who will study Spanish, on account of the steadily increasing demand for American goods in the Latin-American countries.

Broadening of Viewpoint

Among men who are alive to the better things in life, a chief source of pleasure comes from broadening their fields of activity, or from learning about new lands, new inventions, new methods, new peoples.

In salesmanship there is a wonderful opportunity to satisfy the most exacting ambitions of a progressive man.

Here he has a profession which will pay him for every bit of knowledge he possesses or acquires. It will pay him for his personality, will return dividends for each hour of work he puts in, will give him full play for all his abilities and talents, and will make him a man in the full sense of the term.

Doing Well for Himself and Family

The earning power of the average salesman is much above that of the average man engaged in inside and non-profit producing work. For this reason he is able to give himself, his family, or those possibly dependent upon him for support, all the necessities of life and many of the luxuries. This the average worker in other lines cannot always do.

Furthermore, the other worker who is not a profit producer can have but little real hope for the future. The salesman, if he pays strict attention to his business, and develops himself, is always able to better his position and earnings as he grows in experience. While it is true that men in other lines of work get certain increases in salary or income, these increases do not come nearly so quickly or in as large amounts, as to the salesman, inasmuch as the salesman is the profit-maker of his firm.

Not only can the salesman provide the comforts of life for himself and family, because of his greater earning capacity, but he can occasionally take his wife on trips throughout the territory. He can educate his children better.

Furthermore, he learns the value of giving them better physical training, better minds, and stronger personalities, because he knows the principles underlying development of character.

Will-Power, Initiative, Self-Confidence

Do you want to strengthen your will-power? Get into Salesmanship, where you will learn to overcome all obstacles and gain command over opposing minds and conditions.

By overcoming opposition, you develop your will-power and initiative. Initiative is the ability and courage to step forward and do things. Without it no great success has ever been achieved.

Noted men of letters, science, art, physical prowess, of finance, of statecraft, etc., have all possessed this quality to a marked degree.

If you do not know how to get full value for the ability you possess and develop, Salesmanship will give you the self-expression and self-confidence that brings greater success. Timidity will be overcome. You will learn how to assert yourself so you can take your rightful place as a man among men.

Being Your Own Boss

As a salesman you will be your own boss from many standpoints. While you are directly under the Sales Manager, you must take the initiative and supervise your own work to a great extent. It is up to you to make good, and knowing that it is up to you to make good, YOU MAKE GOOD.

The danger of being your own "boss" is that you will not apply yourself as assiduously as you would if you had to punch a clock, and be under the eyes of the "boss" at all times, but development of the success qualities, which we shall take up later in the course, will give you the power of self-control, and you will be your own master—not the slave of your negative qualities.

Some men cannot work without supervision. As a salesman you acquire the ability to do things without being told. Should you ever go in business for yourself, this training will enable you to win success through controlling your time and energy, and turning it into profit.

The "I Will" Spirit

The motto of Chicago is "I will." It is expressed in the attitude of her citizens, as well as in the financial power and prestige of her men.

Burned down by fire in 1871, she has risen from her ashes until today she is the leading market place of the Middle West. She is second only to New York City in population. Yet, less than fifty years ago, she was a mass of smoking, smoldering ruins, thousands of her people homeless, seemingly without hope for the future.

Chicago was a pioneer town. Her people had initiative. They had faith in themselves. They had the hardy virtues of the pioneers of all time.

When the flames were out, in the spirit of Chicago there was kindled a flaming torch of desire that determined her future, a desire to rebuild herself before the world and become greater than ever before.

Calmly and serenely she sits today at the foot of Lake Michigan as an example of the "never say die" spirit.

Win on Your Merit

As with cities, so with individuals. Opportunities await those that have the initiative to turn creative abilities into channels from which results can flow.

Look about you! Your opportunity today is better than ever before. Make your life count for something bigger and better in the future than it has counted for in the past. Grow! Improve! Be a better man! Success can be yours! Make it yours through the dominating power of your Will.

The financial, industrial, and commercial world hinge upon Salesmanship. With the knowledge you obtain from this Course, your opportunities for success will be unlimited.

You are now learning the world's greatest profession, and you are going to be worthy of all the rewards that can come from such a calling, if you apply yourself as herein outlined.

Lift up your chest. Take a deep breath. Go out, looking each man squarely and courageously in the eye, with the realization that you will render greater service to humanity; that you will increase your earning power and your earnings and that you will make your whole life worth living.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—DO I LOOK UPON SALESMANSHIP AS AN OPPORTUNITY TO RENDER A REAL SERVICE TO MANKIND?
 - 2.—DO I CLEARLY SEE THE ADVANTAGES OF GENERAL SALESMANSHIP OVER THE TRADES AND CLERICAL WORK?
 - 3.—DO I KNOW THAT THE DEMAND FOR COMPETENT SALESMEN FAR EXCEEDS THE SUPPLY, AND THAT THE BETTER MY PREPARATION THE GREATER WILL BE MY OPPORTUNITY?
 - 4.—DO I SEE HOW A KNOWLEDGE OF SALESMANSHIP WILL INCREASE MY INCOME, PUT ME IN LINE FOR ADVANCEMENT, MAKE MY SOCIAL OPPORTUNITIES BROADER, DEVELOP MY EXECUTIVE POWER, AND GIVE ME MY CHANCE TO REACH SUCCESS AND INDEPENDENT FORTUNE?
 - 5.—DO I REALIZE THAT ADVANCEMENT COMES THROUGH SELF-DEVELOPMENT, AND THAT SALESMANSHIP GIVES UNLIMITED OPPORTUNITY FOR EDUCATION AND DEVELOPMENT?
 - 6.—DO I SEE HOW SALESMANSHIP WILL MAKE IT POSSIBLE FOR ME "TO BE MY OWN BOSS"?
 - 7.—AM I DETERMINED TO MAKE THE MOST OF MY OPPORTUNITIES IN SELLING—TO DEVELOP MY ABILITY TO TACKLE THE BIGGEST PROBLEMS THAT IT OFFERS?
 - 8.—DO I REALIZE THAT SALESMANSHIP WILL GIVE ME ABUNDANT TRAINING IN SELF-CONFIDENCE, OPPORTUNITY TO DEVELOP INITIATIVE, AND DEVELOP MY WILL-POWER TO WHERE NOTHING CAN STOP MY UPWARD PROGRESS.
 - 9.—AM I DETERMINED TO STAND BY MYSELF FOR MYSELF, AND WIN BECAUSE I DESERVE TO WIN?
 - 10.—DO I HAVE THE "I WILL" SPIRIT THAT WILL PUSH ME TO THE FRONT AND MAKE ME AN OUTSTANDING MAN AMONG BUSINESS AND PROFESSIONAL MEN?
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SUMMARY—LESSON ONE

1. Salesmanship is recognized as being a profession.
2. It is the best paid profession in existence.
3. Salesmen are responsible for having introduced all time and labor-saving devices to mankind.
4. The large scope of the profession gives unlimited opportunities to salesmen and pays them in proportion to the effort put forth.
5. "Responsibilities gravitate to those who can shoulder them."

STUDY UNIT NUMBER ONE
LESSON NUMBER TWO

THE VALUE OF AND HOW TO STUDY

VOL. I
Lesson Two
STUDY

{ Study = the Application of the Mind to the Gaining
of Knowledge.

Purpose of Study—Study to Learn.

How to Study { Master one Principle at a Time
Acquire the Correct Mental Attitude
Use will power { To Set Purpose
To Acquire Good Habits
To Learn Concentration

Results of Study { Become a Trained Specialist
Achieve Success
Get a clear understanding { by Seeking Ideas
by Making Memoranda
by Asking Questions
by Answering Questions
by Being Thoro
by Being Accurate
by Being Truthful

When to Study { Every Day
Until Mastery is Achieved

Remember—Conscientious Study Insures Mastery and
Mastery Insures Success.

LESSON NUMBER TWO

THE VALUE OF AND HOW TO STUDY
STUDY TO LEARN

THERE is only one reason for study and that is to learn facts and principles that will be of value to you in increasing your income, usefulness, and happiness. You are taking up this Course to develop your power in Salesmanship. In order to reap the full benefit, you must master the principles and laws herein outlined.

Study to learn. Get right down and dig out every thought contained in the lessons which follow. Once you master this Course and develop your mind and body and will in harmony with the principles of Salesmanship, you will be a highly efficient salesman and an assured success.

It is true that you may understand some of the principles and laws herein set forth, but the only way to know that you understand Salesmanship, from your past experience, observation, and education, is to sell goods. If you already understand some of the principles set forth, it should be an encouragement to you, and should spur you on to master those things which you do not know, and put them into practical application.

Master One Principle at a Time

The only way you are going to master the facts, ideas, and instructions contained in these carefully prepared lessons is to take one sentence or paragraph at a time and get the thought out of that before proceeding to the next.

The only way you can eat a bushel of nuts is to eat one nut at a time. You cannot eat an entire bushel of nuts in one day, but it would be a simple matter to eat that many nuts in several months by eating a number each day.

There is this difference, however. The capacity of the mind is unlimited, while the capacity of the body is limited.

Therefore, keep your mind right on this subject, and you may add even a hundred new facts and ideas a day to your mental storehouse.

Master each sentence or paragraph as you read it. Read slowly and distinctly. Concentrate while studying, to the exclusion of all other thoughts and subjects.

If you will do this, you will be using more and more of your mental capacity each day as you proceed with the Course, and when you are finished with these lessons you will have a broad and practical knowledge of Salesmanship.

If You Want Success You Will Progress

A desire to learn and ability to read and apply what you learn, is all that is necessary for the average man or woman who wishes to improve.

Thousands of men and women are now making a success of Salesmanship, through the application of the principles taught herein and you may be sure that application on your part will bring you the continued progress and ultimate success you hoped for when you enrolled with us.

With the careful education and training we are outlining in these lessons, there is absolutely no excuse for failure.

We expect you to be a success. Think of yourself as becoming a most successful salesman through this study, and you will develop rapidly.

Acquiring a Determined Mental Attitude

A person's mental attitude when he begins a task has much to do with the results he obtains. If you believe you are going to succeed you already have the battle half won. Refuse to think of failure. If a man thinks success, talks success, and dreams success, he is so busy with success-thoughts and with success-actions, that he soon forces others to recognize him as a success.

Studying to Win Success

"Study without ceasing." This does not mean that you are to devote all your time to study. Sleep is a necessity. Most men require eight hours out of each twenty-four. There is left sixteen hours out of the day which you can use for self-improvement.

Study requires that you keep mentally and physically wide-awake. Every minute of the day you should be reading, observing, or working; or you should be thinking

over what you have read, what you have observed, or what you have experienced.

Suppose you have a competitor who studies an hour a day and thinks that is enough. If you make your daily work one continual study, in the broadest sense of the word, you have a tremendous advantage over such a man, because you are analyzing and classifying your experiences and the experiences of others, and making them a part of yourself.

Therefore, you are getting the truest kind of an education, the most effective kind of knowledge; because you are making your education practical as fast as you acquire it.

When to Study

If you are situated so you can study this Course at a set time during the day, do so. When you have once established the habit of studying a certain number of hours, either before breakfast, after breakfast, in the evening, or during any other set time in the day, it will be easy for you to accomplish good results at that time.

But you must not neglect your spare moments. Time spent riding on street cars, waiting for and riding on railroad trains, waiting for your meals, going to and from work, etc., can in most cases be put to actual study.

Rest and Its Importance to Study

Some over-ambitious students forget that rest is as much a part of real study as the actual concentration itself.

After you have read for fifteen or twenty minutes, it is a good idea to take your mind off your subject entirely for a minute or so and let it dwell upon nothing in particular.

Of course, an active mind always has thoughts and when you study you have your mind positively focused on the subject in hand. The idea is to meditate: that is, just let the thoughts come to you rather than try to seize them through concentration.

Meditation is the best way to rest your mind after mental exertion. Many of the best thoughts you will have will come to you when you are in this subconscious state of mind.

You probably think that your heart beats without ceasing, but physiologically this is not the case.

Your heart rests a definite part of a second after each beat. First there is an action and then a rest. This is repeated day and night for the length of a man's life.

Because of these short intervals of rest the heart is able to do its work as the pumping station of the blood year after year without wearing out. Remember this illustration when studying. You will keep your mind in perfect condition and get better results if you give yourself a chance to rest when studying.

We observe and study with our eyes and when they are tired nature forces the lids to droop and we sleep. After the mind is rested and the body resumes a normal state we awake and find it just as hard to keep the eyes closed now as it was to keep them open when tired.

Do not be afraid of over-study, if you take proper rest periods. Use every precaution to study in pure air and with the light so it will not strain the eyes by shining into them, and then pursue your study with all your powers.

Concentrate When You Study and You Will Learn

Concentration is the basis of memory. If we should ask you to describe the greatest fire you had ever seen, you could probably do so almost in detail. You remember how it looked for years after it took place.

The reason is that your mind was focused upon that fire through the interest you had in seeing something unusual.

This goes to show the power of memory. You can use this same power in daily study IF YOU WILL by giving intense interest to the one thing that is before you and considering it for the time being the most important thing you can do.

Power of will also comes through concentration. You will not concentrate unless you have the will to do it. If you have the will power you can force yourself to think of one thing at a time, and this is concentration.

Become a Specialist and Win Real Success

The Jack-of-all-trades had his place in a day and age of inefficiency. Today a man must be a specialist to win unusual success. There is hardly room for the man who knows many things but nothing unusually well.

This does not mean that you cannot know more than one

thing. You may be proficient in half a dozen things; but you must be especially qualified in one line to win real success.

If you are thinking about a good time when you are reading and studying, you are not going to succeed as well as you would if you thought only about the task in hand. Much mind wandering will make you a dyed-in-the-wool failure.

You may not be interested in your present position or your present line, but you are not capable of judging whether you are really interested in it or not if you have not studied it.

What do you know about your present position or line of work? Superficial information is not sufficient to tell whether you like it or not.

You probably have met a person who, on being introduced to you, did not become interesting, but who, on further acquaintance, became a warm friend.

The same is true of work. The only way you are going to know whether or not you like your work is to find out all about it. You can teach yourself to like any good food or drink. In the same way you can teach yourself to like your work, if it is not over-laborious, and offers real money-making possibilities.

Getting the Thoughts—Not the Words

A clear illustration of the difference between getting the meat out of a subject and superficial study, was given by a prominent educator.

One day he told his class to learn several definitions. The next morning he had each person in the class recite. There were about twenty in the class. In a limited number of cases the students gave a word-for-word recitation of the book definition.

The others, on the contrary, gave the definition in their own words. The professor said that it had been his experience that those who memorized the words did so without getting the underlying principles, but that those who studied the principles, made better progress and could understand and tell about what they had studied, in their own words.

By learning the principles, you will be able to apply

these principles. This illustration will clearly show you the value of learning by principle as against learning by rote. If you think as you read you will benefit every faculty of your mind. While this course analyzes different traits of mind and body separately, the mind and body are one and you must put yourself into this subject to become a highly successful salesman.

Writing Down Your Observations

Carry a notebook with you and jot down such thoughts or facts as come to you through observation and experience, and the ideas that come to you while studying these lessons. If you want to be sure to remember anything, write it down.

Many successful men have found it an advantage to write down thoughts, or a name and address, or anything else they wanted to remember, on a slip of paper, even though they afterwards tore it up.

If you develop your power of memory you will be a better trained man than if you have to depend entirely on a notebook.

Your mind can be trained to retain messages as perfectly as a notebook would retain them. Through the senses the mind photographs objects and impressions in much the same way as does a kodak. The average person has two or three billion brain cells. Each one is capable of retaining an impression.

You have sufficient capacity to attain a large degree of success if you use even a small part of your brain cells in storing objects and impressions.

When you can take a book, read it through and master the contents with one reading, you may consider yourself a truly educated man. After thus reading through a book you should be able to answer any question that is asked you, clearly and intelligently. This is the concentration power that you should aim to attain.

Preparation of Examination Papers

Two *most* important qualifications of the Scientific Salesman are his *neatness* and *accuracy*. This course gives you an opportunity to *develop* both these valuable qualities.

You can show *neatness* as well as *accuracy* in the prepara-

tion of your examination papers. If you do, the chances are in favor of your doing so in actual sales work.

But, how are neatness and accuracy to be obtained? This question troubles many students, even those who aim to do their best.

A plan is necessary, and by following the plan outlined below, you will *make* your papers *easy to examine*, as well as a *source of pride* to *yourself* and the *Association*.

First of all—it is customary for our students to use standard size sheets of paper measuring eight and one-half inches wide by eleven inches long on which to write the examination questions.

This size can be obtained with ruled lines, or without lines—regular typewriter paper. Cheap, shoddy paper should not be used. A good quality is easier for us to handle, and it costs but little more—and gives you *better* satisfaction.

You should want your work to be pleasant to the sight. You want to feel that we are giving you credit for being a *high-grade man*, and, in most cases, our *method* of *judging* our students by the papers they turn in has been *confirmed* when we have *met* them personally.

A black or blue-black ink should be used. It shows questionable taste for a business man to use any but standard color ink. This is true, whether you *typewrite* your papers, or whether you *write* the answers to the questions in longhand.

Use a pen that is in good condition. It is hardly necessary to say that it is a good plan to use a fountain pen if you possess one. Should you purchase a fountain pen, be sure it fits your style of writing before you pay for it, as you will want to make constant use of it in your work as a salesman.

Answering the Questions

It is unnecessary to copy the questions. Simply write down the Study Unit and Lesson number, and the number of the question to be answered. It will not be difficult for the Instructors and Examiners to *determine* just what question you are answering from the number and from the answer you give. Most important of all, answer the questions in your own words. Immediately after finishing a lesson

answer the questions which require written answers and which follow the "Self-Quiz" after each lesson.

Write these questions down if you prefer, but by all means answer the questions to your own satisfaction. Write on one side of the sheet only, taking care to leave at least three blank spaces between each answer for the examiner's use in making any corrections that may be necessary. Leave a margin of at least one inch at the top and also side margins of at least one inch for the purpose of uniformity and to add to the neatness and appearance.

When you have finished the book and have prepared your paper on the twenty-four questions, you will send the paper to us for examination and grading. Send but one paper at a time.

Being Thorough

Never go to a following book without first answering your examination questions. This is important. No man can hope to be a scientific salesman unless he finishes with one customer before seeing the next. The same principle applies in study. Study the book through, then complete the examination.

In sending in one paper at a time you have the use of the corrections to aid and guide you in the preparation of the next paper, thus avoiding errors.

Put your name and address on a separate sheet to be attached to the examination sheets. You will see the importance of this when we say that we handle thousands of such papers, and, unless the student takes great care to include his name and address with his examination papers, there is danger that they cannot be identified and may thus be delayed.

Bind the sheets together with clips or fasteners, so they will not become separated when your mail is opened at our office. This is important for the reason above stated, and you will realize its importance to us and to you.

You should prepare your answers to the examination questions with the utmost care. You cannot hope to *succeed* as a Salesman *unless you do your best*.

If you do your best while studying this Course, your

chances of being a Salesmanship Success are far greater than if you do haphazard work.

You are, in fact, taking this Course to become a Scientific Salesman. As such is the case, you will naturally follow the suggestions we have outlined as to neatness.

The Importance of Accuracy

From the standpoint of accuracy you will see that each question is answered to the best of your ability. If you are not sure that you have the right answer, it is better to re-study the entire lesson than to fail on the answers.

It takes good, consistent work to succeed as a salesman. While these questions are not hard—to a student who is reading for the thought and who is *thinking* as he reads—they will be unanswerable if you merely skim through the Study Units. **Accuracy**—first, last and *all the time*—should be your aim.

As a matter of personal pride, you will answer the questions *completely* as well as *accurately*. This work well done will *assure* you of a Diploma. You are *ambitious* to make the most of yourself, and we *want* you to do so.

We wish to say frankly that unless you have passed the examinations in a creditable manner, you have no assurance that you have fully mastered the Course.

You have become a member of the Association *because* you knew that we could *give* you something that you could *get from no other source*.

How to Prove Your Knowledge

When we *urge* upon you the importance of *proving* to yourself—by successfully answering the examination questions—that you have mastered the Science of Salesmanship, you will undoubtedly appreciate that we *do so for your own good* alone, and that you will get the *best* results by following our instructions to the letter.

You will want the Diploma of the Association. You can get it by preparing *neat, accurate, and complete* examination papers. Your heart is in this work, and you are going to take as much interest in writing the answers to the questions as you do in studying the lessons. Gain full confidence in yourself: (1) by studying the lessons; (2) by answering the questions.

In answering the "Self-Quiz" questions, all that is necessary is that you be able to answer "**Yes**" in a *truthful* or *emphatic* manner. If you cannot answer "**Yes**" you will know that you have discovered a weak point in your "*selling armor*," and will improve yourself as indicated by the question asked.

When you have prepared your answers to the twenty-four questions of each book send them to us by registered mail, with full first-class postage prepaid, for our examination and approval. They will be returned to you when graded. Each paper is graded Fair, Good, Very Good or Excellent, according to the merits of the paper. A paper fails to receive a grade when it falls below 75, in which case the Student is granted the privilege of rewriting the paper on the basis of the same set of questions; taking advantage of and carefully following the corrections and suggestions of the Educational Department.

Study Today and Every Day to Succeed

You have no absolute assurance that you will have time to study tomorrow. Therefore study today. Analyze your observations and experiences and reading today. Use your judgment today. Your judgment improves through use. If you respect yourself, certainly you will consider that you are worth improving.

If you had a valuable piece of farm land you would plant it in crops and not let the weeds grow. Many a man has in spite of the weeds in his nature developed a strong character, but the strength of his character did not come because of the weed growth, but because when he once started to develop the crops he was forced to fight extra hard to get rid of the weeds.

Indirectly the strength of his character depended upon overcoming those obstacles. Most of us, however, have so much to overcome in our make-up that it is quite unnecessary to encourage the weeds or negative qualities in order to have something to overcome.

Study from the Beginning to the End

If you are curious you will naturally read the last part of a lesson before taking up the first, but if you have self-control, you will start in at the beginning of each lesson and

study straight through. That is a man's way and you are a man-builder.

Resist the temptation to read ahead of where you have actually mastered your subject and you will develop power of will. Power of will, as we have before said, is the basis of education. The harder it is to master any particular point in these lessons the harder you must concentrate and think and reason and analyze to get it. Get each point as it comes up, or you will not get it at all.

Know the laws and principles outlined in this Course so well that your study, observation, and experience become a part of you. Then you can put your education to practical use. Live this Course day by day in order to get true benefit from the time and effort you put into it.

It is unlawful to cash a check without having money in the bank to cover it. If you try to succeed in life without a proper investment in yourself, you are bound to suffer sooner or later. The safe way, and the only sure way, is to invest in yourself and then draw dividends on your education and experience.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—AM I APPROACHING THIS SUBJECT WITH THE REALIZATION THAT I WILL BE "ONE WHO KNOWS" WHEN I FINISH THE COMPLETE COURSE?
 - 2.—HAVE I MADE MY PLANS TO STUDY REGULARLY AND SYSTEMATICALLY—TO MASTER EVERY LESSON IN THIS COURSE?
 - 3.—DO I CONCENTRATE ON ONE POINT AT A TIME AND THINK ABOUT IT UNTIL THE IDEA BECOMES A PART OF MY DAILY PRACTICE?
 - 4.—DO I REALIZE THAT I CAN MAKE MY SPARE MOMENTS WORK FOR ME, THAT THE USE OF SUCH MOMENTS MAY DETERMINE THE DEGREE OF MY SUCCESS?
 - 5.—AM I WILLING TO SACRIFICE TIME AND PLEASURE IN ORDER TO WIN SUCCESS?
 - 6.—DO I GET THE THOUGHT OUT OF THIS SUBJECT, AS AGAINST MERE ROTE LEARNING?
 - 7.—DO I TAKE ADVANTAGE OF EVERY OPPORTUNITY TO STUDY AT HOME, OR IN HOTELS, OR ON THE CARS, OR DURING LUNCH HOUR, OR WHILE WAITING FOR OTHERS?
 - 8.—DO I WRITE DOWN MY OBSERVATIONS OF HUMAN NATURE, OF SELLING TALKS I HEAR, AND OF MY OWN CHARACTER AND PERSONALITY?
 - 9.—AM I TAKING CARE OF MY BODY SO I CAN THINK BETTER, LEARN FASTER, HAVE MORE AMBITION, AND MAKE SURER OF MY SUCCESS?
 - 10.—AM I ALWAYS READY TO LEARN, REGARDLESS OF HOW MUCH I THINK I KNOW?
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SUMMARY—LESSON TWO

1. Application of knowledge is necessary for retention in memory.
2. A positive mental attitude is necessary to success.
3. Systematic study soon becomes a habit.
4. Memory is based on concentration and will power is developed from memory.
5. The note-book is a valuable aid to memory.

STUDY UNIT NUMBER ONE
LESSON NUMBER THREE

CREATIVE POWER OF SALESMANSHIP

VOL. I
Lesson Three

**CREATIVE
POWER of
SALESMAN-
SHIP**

Creative Power = Constructive Power = Ability to Make or Create.	
In Business	{ A Dynamic or Compelling Force How Salesmanship Grew in Business Relation between Manufacturing and Selling Modern Industry and Salesmanship
Creative Power of Competition	{ Develops Efficiency in Selling Makes Salesmanship Scientific { by Standardizing Methods by Showing Need for Efficiency by Creating Demand for Goods and Service
Progress of Civilization Rests on Salesmanship	
Progressive and Effective Salesmanship	{ Benefits from Salesmanship Growth of Salesmanship Efficiency vs. Rule of Thumb Salesmanship How to Overcome Opposition Effective Selling is Based on Science
Application of Principles	{ Methods Vary with Conditions Principles Remain Constant Creative Power Rests on Principle The Scientific Salesman Works on Principle
Three Fundamentals of Success	{ Wise Buying Low Costs Efficient Selling
Remember—Efficient Selling Comes from Application of Principles.	

LESSON NUMBER THREE

CREATIVE POWER OF SALESMANSHIP

RELATION OF SALESMANSHIP TO BUSINESS

WHAT the sun is to the earth, Salesmanship is to business. Without the creative power of the sun all plants would die and the earth become a desolate wilderness of barren deserts and ragged mountain ranges.

Salesmanship is the force that keeps business moving. Transportation, coal and iron and copper mines, steel mills, postal service, the skyscrapers—these elements in our modern life owe their presence to creative salesmanship, to the ability of the salesman to keep products of mind and hand moving from the producer to the consumer.

Salesmanship is the creator of happiness, the bulwark of continued efficient service to humanity. Without the creative force of Salesmanship, the greatest inventions would have rusted away without ever reaching the user.

People do not seek new things. They more often fight against them. The man or set of men who see profit in an article, who believe they have the ability to convince the public of its value, who have the courage and imagination to sell it—these are the men who force the general mass of mankind to remake themselves to fit new conditions, to use improvements, or to do any particular act that will help the mental, physical, or moral progress of society.

Commercial Importance of the Salesman

Salesmanship is the driving wheel of commerce. The individual salesman is a cog in the wheel that keeps it moving. To be able to match wits with successful business men, and to persuade them to do his will, is the salesman's inspiration.

Meeting men, and selling goods, has developed many a salesman's personality until he has become one of the giants of business.

Salesmanship is work. It is hard work. It is man's work. From it you will earn all you seek and demand. It

is worthy of the mettle and genius of any man. It will develop the success qualities in you. It will make you enthusiastic, optimistic, energetic, self-respecting, self-confident, and alive to your self-interest.

Development of Salesmanship

Even before the dawn of our modern civilization, people came together for the purpose of exchanging their products. First it was done man to man. Later there was a trading ground or station where the members of a tribe or community gathered.

Coming nearer our present time, the market place became the exchange center, much as it is in foreign settlements of our great cities. In more civilized countries, especially in the smaller towns, the typical country store took the place of the community market. Here a man could trade produce for goods, or buy for cash.

The modern battle for business has largely displaced these inefficient methods in the great centers of population, and we now have our department stores and other large institutions where money is the only medium of exchange, and many of these concerns employ thousands of people to serve the general public.

Not only have institutions taken the place of small trading centers, but continued competition has forced business men to seek new customers outside their immediate vicinities. As the business man can not well leave his business in the hands of others, and as he is more of an executive than business getter, he relegates this power to one or more men who have come to be known as salesmen, traveling salesmen, commercial travelers, drummers, etc.

Beginning of Manufacturing

The present industrial system came into being with the application of the steam engine to industry, several generations ago. The first unit of production was known as the family or feudal system, where the family and its servants and slaves produced their own goods for their own use and consumption.

Then as men threw off the shackles that bound them to their lords or masters, the handicraft system developed. In this system an artisan used his own material and his

own tools and worked up the finished article in his own home, after which he sold or traded to the customer who had ordered it.

At this stage of society, initiative, as we know it today, had hardly developed. The workman did not get goods ready for the customer but made them only when he had the customer in advance. Our present-day custom tailors and our custom shoemakers are survivals of this time.

Then as time went on the domestic system of production developed out of the handicraft system. Men of business sense saw it would pay them to buy the workers' products and then resell them to those needing them at a profit to themselves. These merchants got into competition with one another. They began to buy the materials and turn them over to workmen who manufactured them.

The artisan still was the owner of his tools, and he was helped by his family in turning out his goods. He usually lived on a small plot of ground where he could raise his vegetables and have domestic animals. The sweatshop home workers of our large cities are a survival of this age.

Present Industrial System and Salesmanship

Finally, we came to our present development through the great mechanical inventions that have been brought forth. The application of steam power to manufacturing brought us to the factory system of the present day. Here the tools became the property of the employer. Also, the factories were more or less big buildings and were occupied by the finest machinery available.

To be near their work, workmen began to build homes or move to homes near the factory. Cities sprang into existence and the factories became the centers of great masses of population. As capital increased and machinery was improved, it became possible to increase the varieties of articles produced by a single factory, as well as the number of the same article it could manufacture.

As the railroad and steamship lines were developed, as the telegraph and telephone and the newspapers spread information, as men and women began to travel more, outlying communities realized that they needed the products of the manufacturing plants. Therefore the factories constantly added to their size and soon grew into massive

concerns, in some cases employing thousands of men, women, and children.

Increase in Competition

Competition has been constantly increasing under our factory system, and the business man of the present day is forced to use methods that will enable him to make a profit and at the same time sell his goods at the lowest possible price. Hence, he is on the lookout for the Efficiency Engineer—the Scientific Salesman.

He must keep costs down and keep selling on the jump, to make money. Thus he has had his attention called to the selling, as well as to the producing end of his business. He finds that by increasing the manufacture of a given article he can decrease the cost of production. But he must sell the larger amount of goods produced, and here is where he must have the salesman's help.

Competition and Its Relation to Efficiency in Selling

When competition became keen, business men, as individuals first, and then in co-operation, realized that interchange of ideas between salesmen would undoubtedly enable the inferior, or inexperienced men, to absorb at least some of the good ideas and plans of the result-getting, more capable salesmen—those men whose names were synonymous with big orders and good service to the firm and customers.

When these salesmen got together it was discovered that the best of them used ideas and plans in getting business and rendering service that conformed to easily recognized principles of thinking, conduct, and action. As bigger bodies of men came together, it was discovered that the ideas and plans of all successful salesmen lined up with definite regard for the principles worked out by the smaller groups.

Then it became known that Salesmanship was a science as well as an art, as true and certain in its potentialities as any other science, except, perhaps, the exact science of Mathematics.

The Science of Salesmanship

The human element is the most important part of selling. Be a success-thinker to be a success-seller. A big part of

your power lies in the enthusiasm you show. Business men are today realizing the value of the science of Salesmanship as a man-builder. They must have salesmen. They must have men of confidence, self-control, thought-power, and energetic habits.

The science of Salesmanship is the analyzed and synthesized experiences of thousands of trained salesmen. It is the purpose of this Course to outline the principles that underlie successful selling so clearly that all who read may understand and apply them.

These principles are not the result of theory; they come from the actual selling experience of men whose powers are what you want yours to be. You, too, can succeed by learning and applying the same principles that these men have used to become successful.

Standard Methods and Their Relation to Thorough Knowledge

There are two sides to any fence. There are always two ways of making a sale: one is efficient, the other is inefficient. The efficient way is the better way, and brings bigger and quicker sales.

The inefficient way may bring mediocre success, but in these days of keen competition, mediocre success is equivalent to outright failure when a competitor gets busy with progressive ideas and methods of selling.

When business men after investigation decide they have found the most efficient way they adopt it as a standard. Henry Ford has standardized his automobile, and he can turn out thousands of cars a day, all alike, and all efficient road runners. When a selling method has been proved good in a particular business, it is usual to adopt it as a standard for all the salesmen.

The efficiency of a salesman depends entirely upon the amount of profitable sales he makes. You, as a salesman, are going to succeed in proportion as you substitute exact knowledge for guess-work. Your value to your employer is primarily dependent upon selling goods in a better manner than the other fellow.

The Necessity for Efficient Salesmanship

You have certain wants and your existence and happiness depend upon satisfying a great number of them. Some

things you want more than others. Some things you will sacrifice a great deal of time and money and energy to obtain; others do not attract you with sufficient power to demand initiative on your part.

It is because you, and the millions of other individuals composing society, seek to satisfy their wants that wealth is produced in its varying forms, and then consumed. Salesmanship is necessary because of a universal demand for goods to satisfy human needs.

As civilization grows more complex, the needs and wants of the average man increase, and through the gratification of these needs and wants he reaches a higher social plane.

You, as a salesman, are helping to distribute the products of mind and hand more equitably among men, and are doing a distinct social service.

You may well be proud of the profession you have entered, which is so closely bound up with the continual betterment of the conditions of mankind that it may well be considered the greatest single profession in the world.

Why Goods or Service Is for Sale

The only reason for producing goods is to satisfy the needs or wants of those who would use them. Not so many years ago the goods needed by the average family were produced in the home itself, but since the beginning of the modern industrial system people depend almost entirely upon others who are specially trained, and who have more efficient tools, to satisfy their needs and wants. The basis of business today is the production of goods for sale at a profit.

Goods must satisfy either human needs or wants. It is not necessary that the public feel the need for the goods. It is only necessary that the goods fill a need, even though the prospect himself has not recognized that fact.

It is the business of the salesman to teach the public the value of his goods. Even uncivilized human beings need food, clothing, and shelter.

On the other hand, civilized beings not only require that these fundamental needs be satisfied, but also that many other things that bring satisfaction be supplied for their pleasure or happiness.

Here again the creative salesman does real service by

selling the prospect goods he does not want but which will be satisfactory and of value to the purchaser when used by him.

Civilization Rests upon Salesmanship

Practically the entire industrial and business growth of our present civilization rests upon Salesmanship. There is a continually larger demand for better goods. Although not generally known, it is recognized by those on the inside of business that it is easier to manufacture goods than to successfully market them.

It is of no advantage to a manufacturer or wholesaler to have a big stock of goods unless they can be sold. He must get the customers and keep them buying time after time. Almost any business or profession you can name uses the principles of Salesmanship to a lesser or greater degree in marketing its products, whether they be of brain, or hand, or both.

Commercial Salesmanship Defined

Salesmanship from the commercial standpoint may be considered as the ability to convince and persuade people to buy your product at a profit to yourself and with benefit to the buyer.

The keynote of successful selling is to give the buyer satisfaction until your product has been consumed or has served its purpose, so that the buyer will recommend your goods to others if others are interested in such goods or service and so that they can be sold again. The salesman's benefit is always a definite profit; the buyer's benefit is service or profit or both.

Salesmanship Is Progressive

While the results already obtained from the study of Salesmanship have been little short of wonderful, the possible results are of still greater consequence to mankind.

The beginnings of our present-day Salesmanship came after the Civil War, when manufacturing began to be a power in the nation. Even until the beginning of the Twentieth Century, however, it was considered that salesmen were born, not made by any artificial process such as study.

But the invention and development of the telegraph, the telephone, the typewriter, the adding machine, the automobile, the aeroplane, the submarine, and the other wonders of our increasingly wonderful age, seemed to clear the cobwebs away from the minds of men, and brought them to a realization that Salesmanship itself is capable of just as great development.

Scientific salesmanship demands that each and every sale be based on knowledge, and conducted according to a reasonable application of that knowledge. Time and energy saved, profit received and service rendered, are the fundamentals of a successful sale.

Efficiency vs. Rule of Thumb

A few years ago business men did not understand the how, why, and wherefore of conducting a business successfully. They left almost everything to chance. They guessed. They hoped. They wished. They did the best they could under the circumstances. They did not intensively cultivate their fields of service. They did not go out to new fields to sell their goods.

Here and there, it is true, a man was found who knew the underlying facts about his business, but this type of business man was the exception, not the rule. How could men understand the fundamental relation of all business when they had not gotten together and talked things over; when they had not exchanged ideas and experiences through the printed page; when they had not yet even begun to realize that the experiences of others would help them in their particular business?

In the old days, before efficiency had found a place in business, the man who could meet his bills, and show a good front, was a business success. The average business man gauged his success by the size of his bank book. He did not realize that he might have lost more in a year in waste and unmade sales than he had to his credit. But what he did not know did not bother him.

This inadequate method of getting results would hardly be successful in these modern times when competition has become so keen that profits are based on the volume of goods sold at low margins, rather than on the large profits obtained through the individual sale. The modern busi-

ness man makes efficiency his watchword. His success is great because he knows how to succeed. He does not use haphazard methods.

Overcoming Opposition

When Salesmanship came into prominence as a science, some apparently very capable business men questioned its usefulness. It was new. That was enough to cause it to have many enemies.

Rule of thumb men, many of whom had been termed successful under the unorganized conditions that we are only now leaving behind, felt that selling could only be done by natural-born salesmen, and, because they held so much reverence for the men who were actually producing the business, set themselves up to discredit the "up-start" science.

This attitude was encouraged by many "natural-born salesmen," who would necessarily oppose anything that would tend to train men to take their business away from them.

The increased results, however, obtained by some of the "natural-born salesmen," as well as by the newer scientific salesmen, soon brought these men into the fold, until today it is difficult to find a modern business man who is opposed to learning Salesmanship in the same manner as other scientific subjects are learned: first, by study; and second, by actual practical experience.

Efficient Selling Based on Science

The facts pertaining to any line of activity will, when classified, enable a trained mind to understand its laws and discover its principles. Principles, when established as true and universal in application, make science.

As Salesmanship is based on the underlying principles used by successful salesmen, it may be considered a true science. No matter what device a man sells, it is going to be sold in accord with recognized principles of Salesmanship, whether the salesman himself realizes he is using them or not.

Variation of Principles

When a principle has been established, variations can be as numerous as the branches on a tree, but each variation

when examined in the light of reason and science will be found to conform to the principle itself.

A scientifically trained salesman can enter an entirely new line of work and make a success of it from the first. The fact is that when a scientific salesman changes the goods he handles, he is only changing one element in his equipment, and not really starting in anew.

Salesmanship and Business Success

Efficient selling is the most important factor in business success. Business success results from profitable turnover of goods or service. If a sufficiently large amount of goods is not sold there will be little or no profit, as the overhead will eat up the income.

Wise buying, low costs, and good selling are the three fundamental elements in profitable business. If these are not properly handled the business is on the road to failure. It is true, however, that many business firms are making money because of efficient selling, when the other two elements of their business are in bad condition. Hence, when an inefficient business can succeed through efficient salesmanship, the value of a good salesman is self-evident.

*SELF-QUIZ OR SELF-ANALYSIS PERSONAL
EFFICIENCY TESTS*

- 1.—DO I REALIZE HOW SALESMANSHIP HAS TO A LARGE DEGREE MADE OUR CIVILIZATION, AND AM I PREPARING TO DO MY PART TOWARD CARRYING ON THE BANNER OF PROGRESS?
 - 2.—DO I APPRECIATE THE IMPORTANCE OF MY POSITION AS A "COG" IN THE WHEEL OF BUSINESS?
 - 3.—HAVE I A CLEAR IDEA OF HOW THE EXCHANGE OF GOODS OF EARLIER TIMES HAS DEVELOPED INTO SCIENTIFIC SALESMANSHIP?
 - 4.—DO I TAKE AN HONEST PRIDE IN THE PROFESSION OF SALESMANSHIP, AND AM I DETERMINED TO BE AN HONOR TO IT RATHER THAN BEING HONORED BY IT?
 - 5.—DO I LOOK UPON COMPETITION AND OTHER OBSTACLES AS OPPORTUNITIES TO DEVELOP MY SELLING ABILITY?
 - 6.—DO I SEE THAT I MUST CREATE BUSINESS FOR MY EMPLOYER, IN ORDER TO JUSTIFY MY CLAIM OF BEING A SCIENTIFIC SALESMAN?
 - 7.—DO I LOOK UPON SALESMANSHIP AS A MEANS OF ADVANCING CIVILIZATION AND OF RAISING PEOPLE'S STANDARDS OF LIVING?
 - 8.—DO I REALIZE THAT EVERY BIG THING MUST HAVE A SMALL BEGINNING, AND THAT THIS STUDY IS TO FIT ME FOR BIGGER THINGS?
 - 9.—AM I DETERMINED TO BUILD EVERYTHING I LEARN FROM THIS COURSE INTO MY DAILY EXPERIENCE?
 - 10.—HAVE I THE MIND-POWER AND WILL-POWER THAT WILL HELP ME TO DO THE NECESSARY THINGS TO MAKE MYSELF A CREATIVE SALESMAN?
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SUMMARY—LESSON THREE

1. People are often more reluctant to buy what they need than they are to buy non-essentials.
2. A salesman must be a teacher.
3. Goods must satisfy either human needs or wants.
4. Salesmanship is founded on principles.
5. Principles are capable of variation, but when examined each variation will be found to conform to the principle.

STUDY UNIT NUMBER ONE
LESSON NUMBER FOUR

FUNDAMENTALS OF SALESMANSHIP

VOL. I
Lesson Four
FUNDAMENTALS
 of
SALESMANSHIP

Fundamental = Essential = Primary	
Importance of Salesmanship to Business	
To Sell Goods or Service Go After the Business	
Standard Price—Overcoming Objections to	
Profit and Service—Their Interdependence	
True Salesmanship	{ The Scientific Salesman Handling the Customer Knowing the Proposition Concentrating on Task
Old Methods are being Displaced by New	
The Order Taker—His Work and Limitations	
The Scientific Salesman	{ Relation to Customer Service to Business Recognition by Business Men
Scientific Selling	{ Organizing Your Knowledge Talking Intelligently Making the Sale Satisfying the Buyer Getting the Business
Theory vs. Practice	{ Relation of Theory to Practice Importance of Study Efficiency in Making a Sale The Better Man to the Better Job Success—The Desired Goal
Remember—As You Know Your Work and Apply its Fundamentals Your Success will be Measured.	

LESSON NUMBER FOUR

FUNDAMENTALS OF SALESMANSHIP

EFFICIENT SELLING BRINGS BUSINESS SUCCESS

GOOD selling is the driving power of a business. If sufficient goods are sold at a profit the other elements will gradually be taken care of. A firm that has a good and efficient selling force has a decided advantage over its competitors, and may even indirectly force them out of business.

Salesmanship is the most important element in the exchange of goods. Its influence in business can hardly be overestimated. Yet it is the one element that is most likely to be neglected by the average business man. Master it, and the field of honorable success is before you.

Salesman's Relation to Business

Business growth depends upon the ability of the salesman to obtain and hold and satisfy the customer. This is the reason why the science of Salesmanship, which teaches just these things, is so important a part of the business scheme.

The executive or manager may be thoroughly proficient in buying and in keeping the cost of producing the goods ready for sale to a minimum, but if the salesman does not bring in the orders with a profit attached, the business is not making progress, and may be on the down grade. Really efficient salesmen are hard to find; they are much sought after; they are the most prolific cause of business development and success.

Upon the man who can sell the goods quickly and at a profit, while keeping the friendship of the customer, rests our entire system of business.

Selling Goods or Service

No matter how good an article is, it will not sell itself. The world will not seek your product, even if it is better than any other of its kind.

The world is a big place, with millions of inhabitants in

it. You have a dozen friends and hundreds of personal acquaintances, a few of whom perhaps are possible customers.

In the world the same proportionate number of people will be interested in your product. There may be enough people who want your product to make you rich, but an efficient method of getting at them is necessary, or your goods or service will be of no value to mankind.

The world will know about your product if you go out and tell about it. That is the profession of Salesmanship. Other professions wait for results. Not so with the busy, active-minded salesman.

Overcoming the Standard Price Objection

If an article is well-known, customers can usually obtain it at about the same price elsewhere, so it becomes the duty of the salesman to convince the customer that he should purchase from him or his firm. The personality of the salesman has much to do with bringing this condition of sale about.

After the service or article is sold, it becomes the duty of the salesman to keep the friendship of the customer, and the duty of the house to give the customer some definite service that he cannot get from another concern in the same line, so he will continue to buy.

Competition is keen today. It is becoming keener day by day. Success is becoming increasingly difficult for the untrained salesman to attain.

But the rewards are greater than ever before. It is just as important to get the customer as a permanent acquisition as it is to render him unusual service or give him value for his money.

Profits and Service

Business today rests upon many sales at a smaller but fair margin of profit on each individual sale. Competition has compelled both wholesalers and retailers to sell more goods or deliver a better quality of service at a smaller profit than was the case a few years ago.

Hence it has become important that the business man increase the number of his customers in order to earn the same amount of money he did a short time ago.

It is also true that men demand a better living than they ever did before, and this makes them go out after still bigger profits; and, because of keen competition, they must make these increased profits through larger sales and more sales.

It has therefore become an important part of business today to increase the selling ability of the individual salesman. The salesman himself has overhead, or necessary general expenses, in much the same way as has the firm.

This reason, as well as those above set forth, show that anything that helps increase the sales-closing efficiency of the average business getter is of value to the employer.

Basis of True Salesmanship

You must know not only how to sell goods, but also why you say each word and do each act in the conduct of a sale. Many men who sell goods cannot tell why they sell them. Not so with the scientific salesman. He knows and he does. After you have the interested attention of the customer, you must know how and what to do next, so that you can proceed with him fast or slowly, according to the workings of his mind, as fully covered in this Course.

You should become so familiar with your selling talk that an interruption by the customer or by an outsider, even when it does not bear on the sale, does not disturb you.

The best salesman is the man who can concentrate his entire attention on selling his goods, to the exclusion of everything else. He must be able to hold his line of thought in mind, even when the customer is interrupted, or when the customer or an outsider interrupts him.

Read your customer, which you can readily do after you have mastered the human nature studies in this course, then you know what to say and what to do to present your arguments in a convincing and persuasive manner. You will arouse in the buyer's mind a desire for your goods that will result in a sale.

Old Methods Displaced by New

The rule of thumb way of conducting a business is to let matters take their course. Policies are decided upon by

mental coin-flipping. Guesswork rules. When business is good, it is the *genius* of the employer; when bad, it is "due to weather conditions, war depression, crop failures, financial stringency, etc., etc."

Order takers will sell some goods, the easiest to sell. But the balance, the goods the *sale* of which will determine the profits of the year's business, can in most cases be moved into the customers' hands only through efficient Salesmanship.

Knowledge of scientific Salesmanship has pulled many a firm out of a deep hole when inefficient selling methods would have added it to the reports of Dun and Bradstreet as another bankrupt. Many other firms can and will be saved in the same way.

Salesmen sometimes sell buyers things they do not need, but this is not real Salesmanship, for Scientific Salesmanship rests upon the customer receiving an adequate benefit from the goods or service purchased.

The highest Salesmanship is exercised where the salesman sells the customer an article that he did not think he needed and did not want, but which would be of actual use when bought.

Order Takers and Salesmen

An order taker is a man who waits upon customers, either in a store or in the field of wholesale or specialty selling, and who takes their orders because the customers have already determined to buy. There is a wide difference between an order taker and a salesman. The salesman sells buyers who may have had no thought of buying before he entered into conversation with them about his product.

An order taker is really a human slot machine. Drop your penny in the slot, and get your gum, candy, peanuts, etc. A slot machine is put up to get the public's money.

That is the way the order taker feels about it also. A quick sale is all he wants. Service does not count with him. He does not take time to explain to the customer, even where necessary, how to use the goods.

He might feel insulted if the customer presumed to waste his time asking questions about merchandise. He takes

it for granted that the customer should already know how to use the goods.

The Scientific Salesman

Not so with the accommodating, scientific salesman. He is always willing, and even anxious, to please the customer in all possible ways. He wants to give satisfaction from the minute the customer enters into a transaction. He is the customer's good friend, his business counsel, his silent-partner, as it were.

Any suggestions he himself has picked up that will help the customer get better results from the use of the goods, he passes on to the customer as a matter of principle and sound business building.

Business men are fast learning the difference between order takers and salesmen, and the former are becoming a drug on the market, while the latter are commanding better salaries than ever before, and their services are in demand by all the better grade employers and firms.

A shrewd business man is not willing to see profits lost through lost sales, through dissatisfied customers, through customers actually driven away by disinterested clerks and would-be salesmen.

Organizing Your Knowledge

Scientific Salesmanship requires obtaining accurate knowledge and careful application of such knowledge. It results from following methods that are in line with principles as firmly established as the rising and setting of the sun.

The scientifically arranged sales talk, the sales talk that is efficient because it produces business with the least effort, is the full grown flower of Salesmanship development.

You must know definitely the steps to take to sell your particular goods of brain or hand. At no time is it safe to fumble, to be at the mercy of the prospect or customer, for as surely as the buyer gets the advantage of the salesman, just that surely can the sale be lost.

You ought to know; first, exactly what you should say; second, just what should be done, to get any particular

man in the frame of mind where you can persuade him to buy, as fully covered in the Course.

Talking to Say Something

Many a sales-talk is "all talk," and not POWER-WORDS which drive arguments home with such persuasive force as to clinch the sale. One wrong word may kill a sale almost made. One word, used in a positive way, may clinch a sale.

Words are powerful, and in a sales talk they are sent to the prospect to get interest, understanding, desire, decision, and action. Salesmanship shows how to use words to bring the prospect to a decision without loss of energy or time.

Even Sales Managers are not always sure of the best way to plan and deliver a sales talk so that the prospect can be sold.

The untrained salesman often finds a way to bring about all the states of mind leading to action. After he has begun to get some results, even if they are not especially good, he seldom looks for a better method of selling.

He thinks that his way is the only way, when careful investigation might show, and usually does show, that he is losing more business, because he does not adapt himself and his talk to changing conditions and different customers, than he actually gets.

A salesman should increase his selling efficiency at least 100 per cent through Scientific Salesmanship.

Some Sales Managers work out what they consider to be the best ways of selling their merchandise and satisfying the customer, and then turn the result over to the sales force for its use or for such improvement as may be necessary to fit its particular problems.

You should, however, be able to efficiently plan your own sales talk and know how to satisfy the customer when you have finished this Course of Instruction.

Handling the Customer

Inasmuch as a volume of business is necessary for the firm's continued existence and profit-making, it is necessary to handle each customer with the greatest possible dispatch.

The more quickly a bill of goods is sold, the greater the profit on the transaction, if the sale has been handled properly.

The salesman, however, should never sacrifice quantity and quality of sales to gain time. Stay with the customer; let your order be for the largest amount possible and practical, and do not neglect to give the buyer some little extra personal attention. Almost every buyer is pleased to have the salesman as his friend and advisor.

It is imperative that the purchaser receive good treatment. As long as the goods are in use they must give satisfaction, or the buyer's business will be lost. A considerable number of dissatisfied customers will often ruin a salesman's opportunities of building up a good and profitable business in his territory.

The Scientific Salesman, because he understands the principles taught in this Course, practically guarantees the purchaser's second order by good service, and has him as a booster among other business men, who, in turn, are likely to purchase goods from the salesman.

Satisfying the Buyer

Business growth and expansion also enters into and becomes a part of Scientific Selling. Getting a profit is important, to be sure, but only ultimate failure can result if the goods or service does not give lasting satisfaction. The customer must be kept in the right frame of mind, so additional sales can be made as often as expedient.

If it were possible for a continual supply of new customers to be created for the "over-clever" salesman's benefit, a policy of big-profit, no-service might be made to pay financially, but it could never be made to pay morally, regardless of the large amount of money such a salesman would earn for his firm and for himself.

The customer has a right to demand that the goods you sell him, or the service you render him, measure up to the accepted standard of excellence, or up to the promises made by the salesman at the time of purchase.

When one firm does not give satisfaction, another will. Business men seek, as a rule, to render service for the money they receive.

Even when a customer is unreasonable, he is entitled to his attitude. He is, in one sense, an employer of the salesman. He indirectly helps to pay the salesman's salary, and should therefore be given the same courteous treatment an employer would get from that salesman.

It is better to lose a sale and make a business friend, than to sell the goods or service you have and make a "knocker."

Winning Sales by Saying and Doing the Right Thing at the Right Time

As you gain in experience you will be able to judge just when the buyer is ready to buy. Right then and there, close the sales talk, write out the order and confidently suggest that he put his name on the dotted line.

To talk further endangers the sale. He may lose interest or become irritated. You might also say something that would cause him to give you a stern "NO." Overselling loses sales.

Get him to the "swimming hole" of decision and then gently remove his objections by statements and suggestions that give him confidence in you and your firm and your goods; that makes him believe "the water's fine." Then he will get into the swim himself, and give you the order.

Many men would be excellent salesmen if they could just know when and how to close. The lessons in this Course will enable you to develop your ability to properly close a sale, which is the hardest single point in Salesmanship.

Balance Between Theory and Practice

Many a young farm lad has left for college to study book-agriculture and upon returning to his father's farm has made as much profit from twenty acres of land, intensively and scientifically cultivated, as his father formerly did from possibly one hundred and twenty acres.

Salesmanship is based on commonsense applied to selling. It teaches the salesman how to more intensively and scientifically cultivate his field of activity. It does not take a man out of his present line. It teaches him, to be sure, to grow, and there is always the chance that he will outgrow his present occupation.

When theoretical principles and practical experience do not fit like hands in gloves, either the judgment of the person who evolved the theories is wrong or the experiences are faulty, one-sided, unusual, and not likely to occur to others.

Results will come in Salesmanship, as in other things, from study and experience. Study without experience makes the theorist in selling, while experience without study makes the haphazard salesman. Combined they make the Art and Science of Salesmanship.

Studying to Sell Better

Investigation has brought forth so many recognized and accepted principles of Salesmanship that you can begin to succeed better in this profession from the first day you study and practice the principles herein outlined.

If theory alone were responsible for the subjects worked out in these lessons, the principles would be of doubtful value. However, when each principle has been tested in the battle of selling, it is evident that a principle once established is a weapon which can be used to win orders.

Do not guess. Think. Talk—to sell. Use arguments that will sell a product quickly. Think over the arguments you select. Work over your ideas and plans. Put them to the acid test of actual selling. Improve your methods. In time you will have a sales talk that will produce results in increased sales and larger sales, with less time and energy expended by you and your firm.

Your creative ability is not limited in Salesmanship. Do not limit it yourself. Go out to win. Make a profit. Deliver service.

Efficiency vs. Guesswork

You can make a sale in a number of ways and you may wonder why we insist there is only one best way. It is the constant endeavor on the part of the efficient salesman to improve even his good methods that has brought Salesmanship to its present development. The final aim and result of the science of Salesmanship is to find the one best way of performing each part of a salesman's work.

Suppose a salesman is selling a check-protector for

\$7.50, and he has a rambling sales-talk that takes him an hour to recite. Check-protectors are a necessity for every man who owns a checkbook, but as yet they are only bought by business and professional men who carry reasonably large checking accounts.

No business man wants to give an hour to a demonstration on a \$7.50 article. The salesman should consider himself lucky if he can get a busy man to give him ten minutes for a demonstration.

He is going to get harsh treatment in the first office he comes to if he does not cut down his sales talk, and say something in each word and do something each second of his stay.

Another element that enters here is that the profit on a \$7.50 article would be so small that many sales would have to be made in one day. This would also tend to make the sales talk short and to the point, and it would probably be necessary to make more than one call in some cases before a sale was made; unless, of course, the salesman had direct leads, where a sale might result from practically each call.

"Any dub can give machines away" is a slogan of one of the most successful typewriter companies. A successful salesman must make a profit for the house as well as render a service to his customer.

He will at the same time be alive to his own self-interest and get the salary or commission his service is worth and that his needs and self-respect demand.

The Better Man and the Better Job

Many a clerk in a retail store is egotistical and self-satisfied. He is so sure of himself that he does not believe the methods he uses can be improved. Yet he has only picked up a limited knowledge from his experience. He is not going to make a tremendous success in selling.

He thinks his \$12, \$15, or \$18 a week is good pay. He prides himself on how much he is earning and how much he knows, instead of thinking that he should earn more and that he would earn more if he knew more.

He does not believe in study; if he does, he does not feel that he is capable of learning. He recognizes his master—the scientific salesman or efficient business man—and

submits to authority because he fears if he loses his job he cannot secure another.

On the other hand, the salesman who has had training and who has something tangible to show besides his physical ability to show goods, is never long out of a position, for if he loses one job, he soon gets another, and generally a better one.

He is constantly climbing higher toward complete success. He is self-reliant, fearless, and always looking out for his employer; and the employer, knowing this, does not want to part with his services and will do all in his power to retain them.

Your final goal in Salesmanship, and what these carefully prepared lessons will teach you, is to sell the product or products you are best fitted to handle with the utmost satisfaction to the customer, and to do it easily and naturally without waste of time and energy, with a profit to your employer and to yourself.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—HAVE I DECIDED TO MAKE KNOWLEDGE AND ACTION THE BASIS OF MY SELLING, AND NOT TRUST TO LUCK AND GUESS-WORK?
 - 2.—IN SELLING GOODS DO I STUDY THE NEEDS OF CUSTOMERS TO SEE HOW MANY WANTS I AM ABLE TO SATISFY WITH MY GOODS?
 - 3.—DO I REALIZE THAT THE SALESMAN WHO PROFITS BY THE EXPERIENCES OF OTHERS HAS THE ADVANTAGE OVER THOSE SALESMEN WHO DEPEND UPON THEIR OWN EXPERIENCES ALONE?
 - 4.—AM I CONVINCED THAT SERVICE AND SATISFACTION TO THE CUSTOMER ARE THE FOUNDATIONS OF PERMANENT, HONORABLE SELLING SUCCESS?
 - 5.—HAVE I SET MY GOAL TO REACH THE HIGHEST POSITION THAT MY LINE CAN OFFER AND AM I WILLING TO STUDY AND WORK TO REACH THAT GOAL?
 - 6.—AM I A PROGRESSIVE SALESMAN, READY TO TAKE ON NEW IDEAS AND METHODS THAT WILL IMPROVE MY EFFICIENCY?
 - 7.—DO I KNOW THAT WHAT OTHERS HAVE DONE, I CAN DO—WHERE OTHERS HAVE LEARNED, I CAN LEARN—WHERE OTHERS HAVE SUCCEEDED, I CAN WIN OUT?
 - 8.—AM I WORKING TO BE AN ORIGINAL, CREATIVE SALESMAN AND NOT MERELY AN ORDER TAKER?
 - 9.—IS IT MY INTENTION TO GET EACH AND EVERY THOUGHT OUT OF THESE LESSONS, THAT I MAY IN TRUTH BE A SCIENTIFIC SALESMAN IN TIME?
 - 10.—DO I KNOW THAT IT IS NECESSARY FOR ME TO KNOW BOTH THE ART AND THE SCIENCE OF SALESMANSHIP TO BE SUCCESSFUL, AND AM I MASTERING THE ART AS RAPIDLY AS CIRCUMSTANCES SURROUNDING ME PERMIT?
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SUMMARY—LESSON FOUR

1. Business depends upon the exchange of goods and service.
2. Concentration on a thing enables one to produce quicker and better results.
3. Science is organized knowledge.
4. Lasting satisfaction is necessary for repeat orders.
5. A definite goal is incentive to be systematic and efficient.

STUDY UNIT NUMBER ONE
LESSON NUMBER FIVE

EDUCATION AND EXPERIENCE

VOL. I
Lesson Five
EDUCATION
 and
EXPERIENCE

Failure—Reasons for
 Self-Reliance—Necessary to Success

Purpose of
 Education and
 Training

{ Independence
 { Self-Expression
 { Knowledge
 { Initiative
 { Accuracy in Observation
 { Power of Analysis
 { Decision
 { Action

Acquiring an Education

Applying
 Education

{ Failure to Use—Results
 { Means to Success
 { Use in Selling
 { Value of Applied Education & Training

Good Work vs. Volume of Work

Self-Development

{ Physical
 { Intellectual
 { Emotional
 { Executive
 { Social

Bases of
 Success

{ Physical { Proper Exercise
 { Direction of Energy
 { Intellectual { Study
 { Application
 { Emotional { Self-Control
 { Ambition
 { Executive { Choosing the Position
 { Developing the Will
 { Cultivating Good Habits
 { Concentrating on Work
 { Setting your Mark
 { Social { Meeting Men
 { Learning from Others

Training the
 Five Senses

{ Seeing—Observation
 { Hearing { Alertness
 { Listening
 { Feeling { Judging Materials
 { Touching
 { Smelling—Cultivating the Aesthetic
 { Tasting { Eating
 { Guarding Health

To get an
 Education

{ Organize Your Resources
 { Depend on Pluck, Not Luck
 { Realize Education Brings Independence
 { Follow the Known Routes
 { Be Willing to Pay the Price.

Remember—You get out of Life just what You
 put in.

LESSON NUMBER FIVE

EDUCATION AND EXPERIENCE

MEN WHO HAVE FAILED TO MAKE GOOD

IN every city, town and village in the land there is a martyr of a man, clerking or working away his life at a low wage, because either his wife, mother or sisters objected to his taking advantage of an offer that they thought would mean the breaking of home ties.

Opportunity came to his door, but, because of false sentiment, he did not open the door, and she passed on to a more far-seeing man.

Whether a man should sacrifice his future in the temporary interests of others, is a matter for his own conscience.

It is true, however, that few men who have taken such matters into their own hands and done as their ambitions urged them to do, have failed to forge ahead and achieve greater success than if they had stayed in the rut considered "good enough" by their relatives.

Depending On Yourself For Success

It is necessary that a man depend upon his own natural abilities and mental powers. It is not wrong to seek advice from others, provided you choose those who have had actual experience with the phase of life concerning which you would have advice, and who can be depended upon to give you an unbiased opinion of the matter under consideration.

Most of us ask advice to get somebody to agree with us. If our opinions are confirmed, we do as we originally planned with greater self-confidence. If, on the other hand, the advice is contrary to our own conclusions, we do our way in spite of the advice.

This is usually due to stubbornness, and not power of will; but it is better to have self-confidence and self-esteem than to lack these qualities.

Purpose of Education and Training

The purpose of education and training is to give a man independence and self-expression, so he can decide things

for himself, and have the knowledge, initiative, and power of will to carry them out successfully, and with the least waste of time and effort.

Education has no commercial value to the individual unless it can be utilized, or imparted to the rest of mankind, by the one possessing it.

The salesman is a natural teacher, and is doing much to increase the general knowledge of his customers and that part of society with which he comes in contact.

Accuracy in observation, quickness and certainty in seizing the main points of a new subject, and the ability to separate important from unimportant facts when analyzing a subject are fundamentals in education.

Receiving or Acquiring Education

You must either receive your education or acquire it through effort. When you both receive and acquire you get the complete education that makes a man a successful salesman.

The man who does not believe in education is a crawfish in society. His horizon is the bit of sky above his hole, and the mud walls that surround him. Education is the ability to apply knowledge to the functions of life. Theoretical education, book learning, practical education, and actual experience, are of great value in the science and art of Salesmanship.

Education is the natural result of learning and applying what you learn in actual practice. Learning alone is not sufficient to bring a man the full, rounded development which is so noticeably a part of the educated man. Neither is it possible for us to conceive of a man as being educated who has nothing but experience in his make-up.

Lack of Application

The City of Boston has scores of college graduates running its street cars. Why is it that these supposedly educated men are not able to take their places among progressive business and professional men?

Surely there is some reason why a man who has had the benefit of sixteen years' schooling is not the equal of another who perhaps has only a public or high school training plus experience, and who with less training than the col-

lege graduate, wins greater success in salesmanship or business life.

This brings to us the necessity of analyzing education. We must find out of what education consists. What is learning? What is practice? On the correct answering of these two questions as they apply to you rests your future career.

We shall endeavor to give you certain principles, which you will recognize as in line with your previous experience and which you can accept and apply immediately.

What You Use of What You Know Wins Success

It is not what a man knows but what he uses of what he knows that brings him success. He may have a storehouse of food, but if he does not use it, he will starve just as surely as a pauper who has no means of securing sustenance.

If, however, he has more in his storehouse than he can use for the continuance of his own life, he can turn it into a profit or can render others less fortunate a service by giving them the benefit of it.

Your success in Salesmanship depends on seizing upon each idea that may come to you, storing it away with other ideas of the same kind (classifying it, as it were), so that you can draw upon your reserve supply of information for every new thought you have and for every act you do, for every customer you understand, for every tactful word you say, and for every point in your sales talk.

It is evident from this that Practical Education is the ability to draw out from the reservoir of information you have and to use the facts and principles thus brought forth to bring you the ability to achieve greater success and happiness.

The Value of Applied Education and Training

There is no question in the minds of business men but what a college education has its advantages when acquired by an ambitious man.

The man who goes to college and gets an education, because he realizes that knowledge has real commercial value, has better chances, if he is a practical man, than the man who has to get his education by the teaching of experience.

Many college boys are incapable. They have spent four years of their lives doing nothing; and that is all they can do when graduated. They must after graduation begin to cultivate habits of orderly thought and efficient action, that they should have learned in college, if they are to be able to become capable cogs in the business machine.

When a boy goes to school, either high school or college, for the definite purpose of disciplining his mind and body and developing his will, he is sure to make a success in life.

On the other hand, if he goes to school for the good time he may get out of it, he is at least weakening his own mental and moral fibre and is unlikely to attain even the success in life he would have attained if he had started in to work without this so-called educational preparation.

Work is the measure of a man, and it is absolutely necessary that all men be measured by the standard of their ability to win success.

Quality of Work More Important Than Quantity

Even though the standard of manhood is a man's ability to produce something of value to mankind, it is true that this may not necessarily be quantity production.

The man who can produce a quality article is often the better educated man, as it is possible to do much and never get very far because what is done is not an improvement over what an untrained man can do.

For instance, the cobbler who made wooden shoes might be able to turn out a dozen pairs a day, while the cobbler who made leather shoes could turn out but one pair; yet to society the service of the latter is the more important, as we have passed the day when we are willing to put up with wearing wood on our feet.

This element of quality enters into the intellectual work of the business world to a much greater degree than it does in the ordinary affairs of life; for it is evident to a business man that if a better article can be made, sooner or later a method that is efficient for its production in quantity will be worked out that will put it in reach of the mass of mankind.

Therefore the business and professional world is always on the lookout for the man who can do something better than it has been done before.

Developing the Five Sides of Your Nature

As a salesman you can use to advantage whatever education you now possess and it will be wise to continue with the work of acquiring as much more of an education as is possible. Continue to learn and you continue to increase in personal efficiency, provided you apply what you learn. Continue with your process of education indefinitely. Seize upon each experience in your daily work, read and study good books, attend lectures on Salesmanship, Advertising, Correspondence, Accounting, and other business subjects, as well as lectures which will bring you valuable general information, preferably of a nature that will be of use to you in selling your line of goods or service.

Education consists in the development of the five sides of a man's nature; the physical, the intellectual, the emotional, the will, and the social parts. True education means learning how to use and then actually using these five parts in the most efficient manner.

The Basis of Success

The body is a factor in education. If the body is materially lacking in health or energy, the mind will necessarily be weaker than it would be were the body entirely healthy.

Health is obtained in part from exercise of the body. The salesman should take proper exercise if his position does not necessitate much physical activity.

He ought to interest himself in such games and pleasures as will keep him in the best physical condition. This does not mean that he should be an athlete. Many athletes are successful business men, but it is a recognized truth that the concentration required to become a successful athlete is so great as to weaken a man's power to get the business in selling.

Abundant health is what you should develop. You want to have abundant health so you may have a reserve of energy. You are in a way selling your energy in each sale. Your enthusiasm will possibly be lower unless you have the physical vigor with which to back it up.

Perfection in health means that you will be able to devote your whole time to the business of selling without any off days because of illness. Every day a man does not

work means a distinct money loss. Each day a salesman is not at his best means less sales and less profits.

Suppose a salesman is extremely awkward. He might well become an amateur boxer or a wrestler to overcome it. You will always find gymnasiums where men gather together for the purpose of improving their physical condition, and from these gymnasiums you can get the training you need under the direction of men especially qualified for their tasks.

Health means that the salesman should have his days of rest, also that he should make it a point to take one or two vacations during the year. You should keep "full of pep," and vim, and vigor. Be brimming over with energy, so that you can more readily put the customer in an energetic frame of mind that leads to action.

Improving Through Good Books and Lectures

The mental side of education is largely obtained from reading good books and hearing good lectures. It is directly up to the salesman to get such knowledge if he is to achieve higher and lasting success. He must study. He must learn from his study. He must concentrate when he studies so he can remember.

He should of course apply himself more assiduously to the study of Salesmanship and its allied subjects, than he will to general educational subjects, because he should learn first that which is most essential to his success as a Salesman, and can more profitably give other knowledge secondary consideration.

The salesman will find that all knowledge is of value to him. Knowledge comes to a man because of the experience he has in life as well as from reading, hearing, and observation. If a salesman learns how to study, his future observation and experience will count for more than if he tried to get outside general information before he was entirely capable of absorbing it.

Your first duty is to learn this Course, so you will have a clear track to follow in classifying what you already know and what you have still to learn.

Your second duty is to obtain from outside sources all facts and ideas that will be of advantage to you in your selling career. Becoming a successful scientific salesman

is a life work. You may now realize that regardless of your previous education, if you are willing to work, and work hard, your possibility of achieving success is as great as that of the most powerful salesman or business man you know.

The reading of books and articles on Salesmanship has its value, especially as a means of further enriching your selling thoughts and experiences. Such reading will give you general information on the science of Salesmanship, but do not let such reading cause you to neglect your study of this Course.

You must first acquire a solid foundation in the fundamental principles of Salesmanship and a true sense of proportion, so everything you learn will fall into its proper place. These fundamentals you will master in the Course you are now studying.

Personality and Emotional Nature

The emotional side of a man's nature aids his success in selling. This side of his nature is what helps him to develop a strong and attractive personality. While it is true that personality is the combination of the elements and qualities of the complete man, nothing is more vital in developing personality in Salesmanship than the ability to control and direct the emotions.

It is therefore well for you to consider how the emotional nature will help you in achieving a successful selling career.

If you feel you can do a thing, you usually can do it. The hope that is in your heart for a certain kind of career, coupled with a strong desire for it that leads to a determination to try yourself out, will bring your unknown powers into use.

You can thus gauge the extent of your abilities. You must learn to feel, for by feeling that you are a worth while man, you will become, with the proper application, a worth-while salesman.

From where does ambition come unless it comes from a subconscious realization that you have within yourself the power to achieve? We are so constituted that we desire to win success along the line of our abilities and talents. The desire to do a thing, if it is a natural and not an arti-

fiacial desire, is sure to result in success if the necessary time and effort be given to preparation.

Choosing the Right Position

It is becoming a recognized principle of education that the youth should be permitted to choose his own trade or profession. But, of course, it is admitted that the youth has not the necessary knowledge to know the direction he should go.

However, we are rapidly coming to a place where we give the young man an opportunity to see different occupations, and from his observation and experience he comes to know the kind of work he prefers and seems fitted for.

The reason there are so many mediocre men in the world today, is that they have not been educated. True, they have had a school training, but that is not sufficient in itself to be considered as true education.

Answer this question: Can you take an examination on the subjects you studied in school and make as good a grade as you did when you were an actual student? If not, where is the knowledge you acquired in school? Surely you are more intelligent today than you were when you attended school. But you have seemingly forgotten much of what you learned in school.

The Basis of True Education

In the years that have elapsed since you left the school room your thinking power has developed because of the studies you had in school, and because of your experiences and observation, and general reading and lectures. You are becoming truly educated.

Education is not the remembering of facts so much as the power to think when a set of facts is presented. It is true that information is valuable, but any well trained man can digest in a few days the contents of a book that required a dozen times as much application when in school.

If, then, it is possible to get information so easily, when you have the knowledge of where to obtain it, it is of primary importance to you that you learn the principles underlying life, so you may harmoniously line up with the laws of Nature and of the Universe.

For by getting into harmony with the laws and principles underlying true education you are sure to succeed as a salesman. Success in man-building, in building yourself to the highest degree of character-efficiency, which includes the emotional nature, insures success in Salesmanship.

Developing Power of Will

Power of will is the greatest single force making for success in Salesmanship and man-building. Learn how to hold on in the face of countless obstacles. Be able to fight for success although it may seem that the powers of society are against you.

It is only necessary for you to think and know you are right, and that you are working for the benefit of mankind as well as yourself. Practical Education brings you this supreme, unwavering confidence in yourself. Such confidence insures success.

Man is greater than the animal because he has will power. A man of weak will can sink into the depths of inefficiency. Man is an animal, but he also has a will through which he can achieve better things. Do not let your passions and appetites dominate you. Do not become a know-nothing, a do-nothing. Be somebody.

Your success will depend, ultimately, upon your power to hold yourself under the control of your will, and to work toward a certain goal without flinching, though the road be rocky and the rivers you must cross are raging torrents of opposition.

The Expression of Thought

You cannot think a thought without its being expressed in some way. It usually has a physical expression. The suppressing of wrong thoughts and the encouragement of right thoughts are, in the beginning at least, the direct result of exercise of will.

As you exercise your power to will and act and think you develop still greater strength of character. Attractiveness of personality depends upon a positive character. A positive character is the result of positive willing and positive thinking and positive acting.

It is your will that makes it possible for you to adapt

yourself to new conditions, to new objections on the part of your prospect, to new ideas that come to you during a sales-talk. If you are weak in concentration, you will not be able to change your tactics even when stern necessity demands. Will is the dominating factor that insures ability to concentrate under distressing conditions of body and mind, and yet win success.

Negative ideas entering the mind are so powerful that in time they will overthrow the mind itself, if not kept in subjection to the will.

Inasmuch as passion, selfishness, idleness, gluttony, and greed are powerful traits in mankind, you must have supreme power over your thoughts, as the mind works negatively much more readily than it does positively when left to itself.

Swim against the current of adversity to succeed. Do not take the easiest way unless it is the best way. Get an education even though it requires effort and considerable time.

Experiences and Their Relation to Environment

Your environment will to a large degree make your experience. If you take an interest in doing any particular thing, in satisfying any passion or appetite, you will just to that extent become dominated by that element. If you permit your mind to dwell on some particular thought, you will soon express it in action. If you continue an action until it becomes natural, you have a habit.

Power of will comes through development of the habits that make you a stronger man physically, mentally, and morally. It comes through taking a determined positive attitude in character and personality.

Habit is a powerful element in the development of supreme will power. Positive habits should be held to tenaciously; negative habits should be eliminated through lack of encouragement. On the power of your will depends how quickly and surely you can eliminate the weak points in your personality and character.

The lowest type of man can develop negative habits. Negative habits come without effort. It is easier to drift than work. Positive habits require constant endeavor

to maintain them. They take the real man-builder to develop them.

The Genius and Natural Will Power

Genius is the capacity for taking infinite pains. The genius is a man who inherently has power of will. He is a conqueror in many cases because he was born with stick-to-it-iveness. "He who fights and runs away will live to fight another day." This does not mean that because you have made a failure once, you will always be a failure. You are never beaten until you admit it, regardless of the number of times you may have failed to make good.

When others tell you you are a failure is a good time to refuse to believe them and get out and show them that you have the right kind of material in your make-up. It is a fact, however, which you probably realize from your own experience, that it is easier to fall down a second time when you have failed to make good the first time.

It is easier to give up after discouragement than it would be to stick with the fight and win. But it is staying with the ship until the waves have all but swallowed him up that makes the captain of a wrecked vessel a hero.

Concentration and Power of Will

If you will develop your thinking power so that you can keep your mind on one subject at a time, you will develop in *will*. Why? Simply because it takes *will* to concentrate. If you learn to concentrate, you are increasing your *will* to just that extent. If you have mental strength, you have *will power*.

The increase in will power is a direct result of training the mind to think. If you can concentrate you will analyze. If you analyze, you will develop mental traits that directly strengthen the will.

Real will power is shown in ability to control the minds and actions of others. You can have a strong personality and a powerful mind. If you have these two things, you can rule yourself and influence others to do your bidding.

Personality depends on doing away with traits of character that do not tend toward success or happiness. It is the result of cultivating the pleasing traits that bring friendship, and of the other qualities that "make" the man.

The will of a man determines the strength of his personality.

Indeed, *will* is the most powerful factor in the personality of a man, for it is that quality that sets him out from the crowd as a strong individual.

Aiming To Attain Something Worth-While

Many men reach a high station in life. Careful examination of the ambitions of these men will in most cases show that they are not satisfied with their attainments. You think they are great successes. They are, in the eyes of the world; but they are often far below what they wanted to be.

You may have the ability to earn \$50,000 a year as a business executive, and get there through the study of this Course and continued education and experience. If, however, you think you are only a \$5,000 a year man, you may never get any farther than \$4,000 a year. Why? Because it is possible to fall a little short of your goal.

Some things are beyond the reach of a man. But it is only through striving to attain, with one idea of success in mind, that a man is going to achieve any degree of success. Better aim at \$10,000 a year, and earn half as much, than to aim at \$5,000 a year and earn half of that.

Keep your mind right on the object you are after, and keep right after it day after day, week after week, month after month, and year after year, until you attain it.

Social Life and Salesmanship

Social life will help a salesman to make a success of selling, for in social life he will meet prospective customers and will broaden his acquaintance, and therefore make business friends who will help him get still more business.

The efficient salesman uses every side of his nature to help him win success.

The salesman who makes his life a matter of all work and no play is sure to become a dull, unenergetic individual at times.

Development of the social side of a man's nature, getting out and meeting friends; going fishing, taking hunting trips, camping out, all these things tend to develop greater efficiency on the part of the salesman. The wise salesman

will never lose his punch because of a lack of sufficient social diversion.

Men are inclined to look up to the so-called higher classes, even though they may recognize that society life is insipid in itself.

If a man mingles in society, he will usually get a greater degree of self-confidence in meeting other men. Mixing with men in society gives you the ability to meet the same men in a business way with a feeling of equality.

It is also true that these same men will meet you with the same feeling of equality.

A salesman who understands how to entertain a customer has an advantage over the man who is strictly business, as it is necessary in some cases to entertain a purchaser before closing or after closing the sale.

The salesman who has developed his social nature, who has become a good mixer, who knows when to entertain and when not to entertain, will surely attain greater success than the man who is not able to get out and meet the customer on a social plane.

It is true that a salesman often has to meet the customer on a different social plane, but the ability to be all things to all men is an advantage in selling.

Learning From Others

You can seek and profit by advice even if you are a man of strong will power. There is hardly a man you can meet who is not smarter in some particular thing than you are yourself.

Learn from such a man. Examine yourself to be sure that what you call will power in yourself is not concentrated stubbornness.

The more you know, the less you will have to say to make a sale. If you can give the customer confidence and enthusiasm in your goods or service, he is sold.

If you have will, real will, you will be able to do this through the force of your personality and without much talking.

Overcoming Opposition Through Knowledge

What do you care for opposition? You are learning the principles which underlie success in selling. You are developing personality.

Why should you fear for the ultimate result? You are a man. You are becoming a better one through the principles you are learning from this course, and which you are applying day by day as you master them.

You are an "I will" salesman; not an "I can't" salesman. Opposition whets your appetite to get into the field and overcome it, so you can test your own powers, and become stronger mentally.

It is your duty to get full control of your mental and bodily powers. If you can control your powers and abilities, your chances for success are greatly increased.

Look forward toward success. Burn all bridges behind you. When you get a new job, do not hold onto the old one until you see if you can hold the new one.

Quit the old job as soon as you have secured the new one. Concentrate all your energies in making good on the better position. This is the real way to make good. At the same time it is also the real way to achieve success in Salesmanship, and to develop your will.

Developing Your Senses to Succeed

You want to become an educated man. The salesman's education consists in part of his ability to see, to hear, to feel, to smell, and to taste. Hence, the salesman's education may be termed a natural education of the senses. Inasmuch as these main senses are the only means of obtaining knowledge, especially from the outside world, it is an advantage to any salesman to get all out of them that he can.

Keeping Your Eyes Open

First of all, the salesman must keep his eyes open. This is observation. Much of a man's experience is the result of observation. The really successful man, the man who has become educated through the experience of others as well as from his own study and experience, is the man who can observe the outside facts of nature, of life, and of human nature with intensity.

Profit by the experiences of others. Many times these experiences come to you directly through the eye. The eye is one of the most powerful factors in the achievement of true education.

Learning To Listen As Well As Talk

Next in importance comes the ear. What others say, what you hear in the way of lectures, etc., what conversations you overhear when calling on a man to sell goods—these things become a part of the training received through the ear.

Hence it is that the ear is a very important part of the scheme of education. If you use your ears as well as your tongue to sell goods, you will be more successful than if you try to sell goods entirely through talk.

Developing the Sense of Touch

The sense of touch is important to the salesman. This sense, when developed, will enable him to judge the coarseness of the texture of the individual with whom he shakes hands, as well as to judge goods himself should occasion demand.

Education in judging woollens, cotton goods, linens, silks, etc., as well as other lines of activity, comes through the sense of touch. Touch helps a man to round out his power to discriminate.

The Importance of Taste and Smell

The last two qualities, namely, smell and taste, are elements in the salesman's education. If you like flowers, it is well to develop the aesthetic side of your nature through an appreciation of them. Flowers are valuable in many cases because of their fragrance.

Suppose a man lives on beans, bread, coffee, pancakes, and rolls. Is he as educated a man as the salesman who likes all kinds of salads, all kinds of meats, all kinds of breads, and who has therefore a greater appreciation of the good things of life?

Certainly if you can talk with the vital type of man about the spiritual side of a planked steak, he is going to listen to you more quickly than if your diet limit is crackers and milk. Red-blooded men like red-blooded men. Good food has much to do with good nature.

While it is a fact that the salesman is not to become a gourmand if he hopes for success, it is also true that a good dinner, which is nourishing and which pleases the smell and taste, will go a long way towards creating a feel-

ing of self-confidence and self-satisfaction that can be turned into energy and profit on the following day.

Money spent on good food is not wasted. Better buy good food than to pay doctor bills. It is really a part of true education to eat well. You should take care, however, never to eat a big meal in the middle of the day, as it will dull your mind for the afternoon's work.

Many very successful salesmen are kept from achieving still greater success by the large amount of food they consume at what should be a luncheon.

Raw Materials of Education

The raw materials you possess are food, observation, experience, memory. You must organize these elements so they will harmonize, and thereby bring you your desired success.

Ambition is only of value when it urges a salesman to improve. It is not true ambition when it lacks persistence. Acquiring an education is no easy task. It is possible for any man to become truly educated.

Just because there is so much to learn is no reason to be discouraged. Men who have been unable to read and write before forty have attained eminence in the affairs of life. In this day, however, there is such a demand for highly trained men that to neglect one's education until late in life results in a loss that can never be fully recovered.

Having An Ultimate Aim In Life

Think of what is your aim in life. Do you want to be a city or road salesman? Do you prefer a specialty or general line; wholesale or retail work? Are you interested in selling the manufacturer, the jobber, the retail merchant or the ultimate consumer? After you know where you want to land, get started on the way.

The Bible teaches that man is made in the image of the Creator. This does not mean that man is a physical counterpart of the Supreme Being, but that his mind and will have no earthly limitations just as the mind and will of God have no Universal limitations.

Whether or not man was actually created is not a subject for discussion here, but it is evident to all thinking men that a man can educate his mind and body at the behest of

his will, often so changing his personality and character as to surprise his friends and acquaintances.

Do you want to attain to any particular development? Then work and study to that end, for this Course is a means to true education, and you are the vehicle that insures a finished journey.

Depending On Pluck, Not Luck

Did you ever have many lucky things happen to you? You may know of some other person who did. Few men get rich through luck. Many a man has sought gold and after spending the best years of his life in this forlorn hope, has reaped his reward.

But such a man got out of touch with society and often came back to a civilization he no longer understood, broken in health because of the hardships he had undergone and without loved ones or friends to share his wealth with him.

An ounce of pluck is worth a ton of luck, in just the same way as an ounce of radium is worth a ton of gold. Such a man cannot be as happy as the salesman who is rendering service to humanity, and who is therefore surrounded by loved ones and friends.

Education the Basis of Independence

Statistics show that of seventeen people who have had money left them, sixteen lose all they receive through speculation or extravagance, and that only one manages to keep inherited wealth.

Education is wealth that no man can lose. It will be a part of you for life, and inasmuch as true education is based on mind and will development in harmony with the principles that are as true as the laws of Nature and of the Universe, we cannot say that it will be any less valuable to us in the world to come.

The big men, the progressive salesmen, learn not only from their own experiences but also from the experience of others. The man who must have actual experience to prove a thing, has a hard road to travel.

Life is so complicated today that a man must be able to take what little experience life gives him, use his reason and analyze the experience of others which he gets from

observation and study, and from all these elements create a plan of life that is workable for himself.

The salesman who will not learn except from his own experience will not be a great success, unless through sheer will power and through marvelous physical and mental energy he holds on in spite of many failures, until at last he forces a tardy recognition of his right to achieve.

In daily life we all use the roads that have been constructed and traveled by others. There is no less reason why we should not follow the paths of education and experience, that have been proved to lead directly to success, by others who have gone before us.

This Course is a Guide Book—A Map of Success

A traveler in a foreign land not only has a guide but charts and maps which explain the land he is seeing. This course is written to safely guide you in your determination to become a successful member of the profession of Salesmanship.

Inasmuch as the traveler could hardly hope to see the country properly or reach his destination without his guide, it is important that you follow the instructions herein if you want to learn Salesmanship in the quickest and most thorough manner.

We are guiding you past the swamps, past the quicksands, and along the narrow paths which overlook precipices of failure. A realization of the valuable information and principles contained herein is the beginning of true success in selling.

Paying Once For Your Education

Either you will pay for an education through study and time and effort and have it, or you will pay for it in *failure, discontent, disappointment, and unhappiness, and not have it.*

Either you will achieve and win a reward for your application or you will not achieve and be punished for being a failure.

Poverty may not be a crime in the eyes of God; yet on earth there is no crime that receives such continued punishment.

A lack of education and training may not be a crime, but you will suffer for such a lack as though you had committed a felony.

A prisoner is a slave of society. So is the man or woman who has not prepared to become a master.

If you must do uncongenial illy-paid work to live, you are not as well off as a slave, for the slave has secure employment, which you have not when uneducated.

Get an education. Be sure that it is a true education. The measure of a true education is the dollars and cents it will bring you, and in the better position you can secure.

You can get a true education and make success yours, by studying and applying the principles you are learning from this especially prepared Salesmanship course.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—DO I BELIEVE IN MY ABILITY TO MAKE GOOD IN SELLING?
 - 2.—AM I TAKING ADVANTAGE OF EVERY OPPORTUNITY TO IMPROVE MY EDUCATION AND DEVELOP THE POWERS WHICH I POSSESS?
 - 3.—AM I STORING MY MIND WITH FACTS WHICH I CAN USE TO IMPROVE THE QUANTITY AND QUALITY OF MY WORK?
 - 4.—AM I DETERMINED TO TEST OUT AND APPLY WHAT I LEARN AND CONVERT GOOD THEORY INTO USEFUL PRACTICE?
 - 5.—HAVE I DECIDED ON THE CLASS OF GOODS I CAN BEST SELL AND WILL I WORK AND STUDY TO THAT END?
 - 6.—DO I REALIZE THAT EDUCATION FOR SALESMANSHIP FITS ME FOR SUCCESS IN ANY LINE WHERE I AM OBLIGED TO MEET AND HANDLE PEOPLE?
 - 7.—DO I PUT SOLID THINKING INTO MY READING AND STAY WITH EACH POINT TILL I HAVE MASTERED IT?
 - 8.—AM I DEVELOPING MY BODY, MIND AND WILL TO FILL THE HIGHER POSITIONS THAT LIE BEFORE ME?
 - 9.—DO I STUDY THE THINGS ABOUT ME, READ GOOD BOOKS, ATTEND LECTURES, LEARN FROM OTHERS AND KEEP MY MIND SUPPLIED WITH THE KIND OF KNOWLEDGE THAT GENERATES POWER?
 - 10.—AM I DETERMINED TO MASTER THE CONTENTS OF THIS COURSE SO I CAN APPLY IT EFFECTIVELY IN MY WORK OF SELLING?
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SUMMARY—LESSON FIVE

1. Stubbornness is often mistaken for will power.
2. Education without application is valueless.
3. You can do what you will to do.
4. Thoughts have a tendency to express themselves in action.
5. A good listener is as important as a good talker.

STUDY UNIT NUMBER ONE
LESSON NUMBER SIX

PERSONALITY AND HOW TO DEVELOP IT

VOL. I
Lesson Six
PERSONALITY

Personality = Qualities which Give Distinction.

Effect of Living on Personality.

Personality and its Development	{	Mind vs. Body
		Optimism vs. Pessimism
		Constructive Thinking
		The Work Habit
	Courage	{ of Convictions in Actions
	Initiative	{ develops Will-Power " Self-Confidence grows by Experience

Essential Qualities of the Conquering Personality	{	Faith
		Will Power
		Self-Confidence
		Enthusiasm
		Sincerity
		Ambition
		Kindness
		Sympathy
		Courtesy
		Punctuality
		Tact
		Diplomacy
		Fairness
		Loyalty
		Temperance
		Concentration
		Knowledge
		Wisdom
		Analysis
		Synthesis
Judgment		
Originality		
Saving		
System		

Develop Positive Qualities in Harmony with each other.

Develop Positive Qualities at Expense of Negative ones.

Develop Positive Qualities by Self Discipline

Achieve Success by Developing a Good Personality.

LESSON NUMBER SIX

PERSONALITY AND HOW TO DEVELOP IT

PERSONALITY DEFINED

PERSONALITY may be defined as the sum total of all the positive and negative traits of a man.

When we speak of a man as having Personality we think of him *as having an abundance of positive qualities highly developed, either through natural growth or effort on his part.*

It is, however, possible for a man to have a weak personality, just as much as it is for him to have a strong one.

Neglect of positive thinking and doing will result in quick growth of the "weed-qualities" of character, and these will choke out the productive and valuable qualities.

What we specifically here consider is the salesman's personality. The salesman's personality must be a strong one. We will therefore show you how to develop the strong traits of character that will insure success in selling, and to eliminate the weak qualities that tend to destroy your creative power.

How A Salesman Must Live

The salesman must live right. He must be a clean-minded, healthy-bodied man. If he is this, it will be expressed in the power of his personality to influence others. Power over others is attributable to personality.

If you would influence others to do what you want done, you must have character, and be ready to do for them as you would have them do for you.

When a prospect feels that you have his interest at heart, he will trust you, and your power to convince him that you will serve him faithfully and honestly depends on the strength of the positive qualities in your make-up as a salesman, or, in other words, upon your Personality.

How To Develop A Strong Personality

We are here outlining how to develop certain positive qualities that make for a strong personality. Many of

these you already have developed. Others you may lack entirely.

Because we have thus separated these qualities into distinct elements, it must not be assumed that they are separate and distinct in a man. They blend and harmonize in the complete man.

A good way for a salesman to think of his mind and body is as a unit. Some psychologists go so far as to say that the mind and the body are one. Many an invalid has through power of will forced himself to produce books or essays that would have been a credit to a strong man. Many sick men have through sheer will power made a success of salesmanship.

Because some men have succeeded without the co-operation of mind with body, or body with mind, is no reason for others to set aside the advantages that accrue because of having good minds in strong bodies. We should use all our wonderful opportunities for success.

Men are equal politically, and while they differ in character, adaptability, and ambition, they are potentially each of importance in the development of society. Some of our greatest men were persecuted by their fellows, and when years later their discoveries or inventions became known to mankind, and were accepted, they have been honored as demigods.

You should seek to develop your own particular brand of manhood. Remember this, however, it must be MANHOOD. While you are not to become an imitator of another, it is well to study others that you may the more surely and easily develop your own natural talents and abilities.

Optimism vs. Pessimism

If a man holds hatred in his heart, he will become a murderer, provided he has the courage and opportunity to commit a crime. You can thus see the importance of holding positive, cheerful, creative thoughts.

A pessimist has a hard time of it, and many men are pessimists. The salesman is noted for his optimism. Why is the salesman an optimist, while many men are just the opposite? You will be an optimist if you develop the bright side of your nature.

The salesman succeeds because he is a good natured man. He is also a more completely developed man than the fellow who is always looking on the dark side of things. Therefore, he can hope and expect good things because he knows he has the power to bring them through his own self-confidence and personality.

"Hope rises eternal in the human breast." In spite of failure, in spite of sickness, in spite of wars and famines, and in spite of death, the human race has kept this one quality intact.

Today we still hope for the better age, which we know will some day surely come. Keep this light of hope shining brightly in your heart, as it will spur you on toward better things when conditions around you seem to hold you down.

Learn to love things that are good to look at. Improve your own physical and mental condition, so you will appear attractive and businesslike to others. Help others reach a knowledge of the principles you are here learning.

It is a maxim of business that "He profits most who serves best." By helping others, you are forging the chain of happiness for yourself.

Thinking Thoughts That Help You Win

One man gets the praise of his fellows by his willingness to face death in the jungles of Africa. Another will be equally honored for handling antitoxins that bring health to mankind, but which put him in constant danger of his life.

One will be a highly efficient salesman and another a most successful business man—and each has his kind of courage and the kind of personality that wins the admiration and respect of others.

As stated before, your mind and your body are one, and your complete success in life rests largely upon keeping in absolute harmony all the elements of the wonderful machine which you control.

There is a constant battle between health and sickness in your body. Your mind must aid the health forces. If you fear illness, accident, poverty, death, it is within your power to displace such negative thoughts with thoughts of health, of safety, independence, and the joy of living.

It is your absolute duty to give the positive elements in

you more than a fighting chance for life, so they may aid you toward success and happiness.

If you are awkward, develop calmness and poise. Games and pleasures that bring opportunities to use your muscles naturally will develop harmony of body and mind, and gracefulness results from complete training of mind and body.

Value of the Work Habit

Are you lazy? Then work. Work is a sure cure for laziness. If you work, soon you will have the work-habit, and then it will be easier to work than do nothing. Habit is a powerful factor in getting a strong personality.

Did you ever try to break a bad habit? It's hard work. But it can be done by any self-respecting man. A good habit is just as hard to break when once established.

Get good habits. Make it a point to determine what your habits shall be; do not let them come to you as a result of your environment. Make your habits positive, success-bringing habits.

When you consider that work is one of the important qualities that bring success, and *that it is as easy to work as play, when you once get the habit*, you will realize the importance of using your will to get this valuable quality developed from the beginning of this Course.

Begin to acquire the work-habit *now* if you have not already acquired it. *You want success.* You know you are obliged to work for it to achieve it. Then do the sensible thing and work, and *work hard*. That is the way you are going to win out.

Courage

Many men become obsessed with some fear that destroys them. But if these same men had thought thoughts of courage the fear thoughts would soon have been submerged.

If you want to be courageous, think that you are brave, noble, unbeatable. Act out these thoughts at the earliest opportunity.

Personality cannot be developed by thinking alone. First you think, and *then the thought will become a deed.*

Doing is as important as thinking. Thinking, however,

is the beginning of development, and the doing of the action already thought out comes as a result of natural laws.

Some men have an inherent fear of open spaces. Others cannot walk near a tall building without fear. Still others have an unexplainable fear of water. But normal men fear or do not fear because of their thoughts.

If you think thoughts of courage, you can become a "lion" among men. The average well-trained man is a potential hero—all he lacks is the opportunity to show it.

A building is on fire, a child calls from an upper window, a man rushes forward and climbs the ladder and brings the child to safety. That man *is a hero*.

There are doubtless other men as brave in the crowd, but he thought fast and got into action quickly. Quick thinking counted there as well as heroism.

Be a real man, look others in the eye, be unafraid of any man or set of men. You will meet many kinds of men as a salesman, and it is up to you to think thoughts of courage and eliminate all fear if you are to achieve the highest success in selling your ideas, services, or merchandise.

When you try to sell a man, you must have courage to stand behind yourself, your product, and your house. If you do not have such courage, he will attack you. Even as domesticated an animal as a horse will refuse to obey his master once he discovers that the master is afraid of him.

If you have perfect courage you can face the beasts of the jungle and overcome them through the power of will which you will show in the eye.

In dealing with human beings, in the man to man struggle that takes place in selling, it is important that you have the courage that comes from will power.

Initiative

The man who can do things is the man who wins. A man who can get out and do while the others are thinking or talking about what should be done is in demand. Such a man is a natural leader. He is the master-mind. He is the quick-thinker.

The courageous salesman will have Initiative, the ability to do things without being told. If something needs to be done in a certain way or at a certain time, DO IT YOUR-

SELF. Do not wait for somebody else to do it. It is only through taking advantage of such opportunities that you will develop Initiative.

Even though you do not fully succeed, it is better to have tried to make good than to sit down and see the other fellow do it, perhaps less well than you would have done it yourself.

Use Initiative and you will develop Will-Power, Self-Confidence, and will gain in Experience much faster than you ever could if you let such opportunities slip by.

Inaction when something should be done comes from Fear. Get the fear of failure out of your system. Go in to win. Have no thought but that you will win.

Bring all the powers of your mind and body to bear so that you will successfully accomplish what you set out to do. Then and only then can you consider yourself a real man, which is the foundation of being a real salesman.

Initiative and Decision are two qualities that are closely allied. Decision comes, and then Initiative puts the decision into effect. Decision means a determination to do something, while Initiative means doing the thing determined.

The Conquering Personality

The powerful man is the man who has an aim in life, and who has accomplished it or is on the way to accomplish it. He has a conquering spirit. He is a leader of men. He leads others because he believes in his own ability to be and to do.

The man with a conquering personality is a man of purpose. He is not irresolute. He knows where he is going and he is on his way. He lets nothing stand between him and success. He uses obstacles as stepping stones to achievement. He is a success doer because he has an aim which he is determined to achieve.

The purposeful man will follow his desire. He will be a conquerer because he can persevere. He has determination of Will and Mind and Soul. He is going to succeed because he is determined to succeed. He does not realize that it is possible to fail and therefore does not fail.

Such a man is bound to come out on top, with the rewards

of his labor in his hands and the highest positions in business at his command.

Such a man is wide-awake. He is what men call a "live wire." He will not be asleep when there is work to be done. He will decide what is to be done and then do it quickly. When he fails, he will get up and try again.

Like the prize-fighter, he will fight until he receives a knock-out, and then will be ready for another fight as soon as he recovers himself. He sets his Will toward success and works day and night until he has achieved it.

You are out to win. Let that sink deep into your innermost consciousness. You must win if you are to consider yourself a man's man. You have set out on a certain path, and intend to become a self-controlled, self-generating, self-confident salesman.

The conquering spirit is an element in your success. It will do away with any aimlessness you may have had. It will bring you the power to achieve.

Each sale you make, each act you do that makes you feel you are a better man, each word you speak in kindness to another—all these things enter into making you more powerful, more of a conquerer. You learn to do by doing. You become a conquerer by learning how to conquer.

Go out, and with the light of faith in your eyes, achieve. You can do what thousands of others have done. Your powers are yet untested to their fullest degree. Be worthwhile. Be unafraid. Test your powers.

If you seem to fail, remember that all the forces of Nature are at your command to wring success from an unwilling world. If you succeed, think of how much better you might have done had you used more of the forces at your command.

Have an aim. Then set out to win, and you will surely win.

Self-Confidence

Confidence comes to a man because he has done something—and believes he can do it again, or because he has seen others accomplish a result, which his experience and faith in himself leads him to believe he can do still better.

It is a quality possessed by many men from birth, but in most of us it is a matter of development.

Because a man has no confidence does not mean that he is not as good a man in natural ability and talents as the man who has it; it may only mean that he has been brought up in a more restricted environment.

He may be a Frederick the Great or a Napoleon in the making. But it is true that he must develop his confidence, and eliminate all fear thoughts, if he is going to be a man among men, and be worthy of the full respect of real men.

Self-confidence is a wonderful quality possessed not only by the scientific salesman but by many of the so-called "natural born" salesmen. But self-confidence should not be permitted to degenerate into egotism.

Egotism is the overdevelopment of the "I" in your business and social intercourse. If you value the opinion of your fellows, get over the "I" habit.

Of course, it is right for you to think of the "I" as it is important to you, but if you will make a judicious use of the "you" you will find that others will *be thinking* of your interests, as your desire to please them will in time stimulate them to interest in you and your proposition.

You cannot sell to yourself. You cannot raise your own salary. You cannot run a business without customers. Inasmuch as these other people with whom you are doing business are responsible in great degree for your living and happiness, take an interest in them.

Enthusiasm

Enthusiasm is a *positive quality* and indifference is *negative*.

Enthusiasm is responsible for the sale of more goods than any other one quality. It is the generative motor. It gets the customer in the frame of mind that if you think your products are so good, they must be good; and he usually wants good goods.

Indifference is *sure* to bring failure. Enthusiasm is a guarantee to others that you are telling them the truth.

If you do not believe in your goods or services why should others buy them? If you do believe in them with all your heart, surely you can get others to believe as you do.

Enthusiasm is the driving power that makes others admit that your goods are good goods. Your own belief

in *yourself* and your *proposition* is what will bring you Enthusiasm.

Sincerity

Closely allied to Enthusiasm is Sincerity. It is quite impossible for a salesman to be a permanent success unless he is truthful in all his statements, unless his attitude toward his prospect or customer is sincere, and unless his work bears the unmistakable marks of honesty when checked by the house.

Sincerity may be considered the *belief* a man has in *himself*, *his product*, and *his house* that enables him to *sell* his goods with a clear conscience, realizing that they will be a *distinct benefit* to the purchaser.

Insincerity will sooner or later *show* in a man's countenance, and the development of Sincerity will also be marked by the buyer.

Ambition

If you are self-satisfied, you cannot hope for more than mediocre success. You can get a living out of life, perhaps, but not much more.

Satisfaction with yourself is the negative of Ambition. Ambition is what drives men forward to accomplish things. Success comes only to those who have Ambition. Ambition leads men up to the heights.

It will cause them to study, will enthuse them so they will like work. It will make them willing to go through fire and water to attain their desires.

It is a quality, which when subject to a strong will and mind, will take a man to any success he may desire.

Kindness

If you have a kind heart, let others have the benefit of it. There is so much of unkindness in the world, that it is well for the salesman to preach and practice a gospel of humaneness.

Kindness comes from a realization that all are brothers, and that all are striving toward better things in life, even though some seemingly have a hard time getting far along on the road.

"There is so much bad in the best of us, and so much good in the worst of us, that it ill behooves any of us to talk about the rest of us."

There is an old Chinese proverb which you have doubtless seen represented by a statue of three monkeys, one with hands over his eyes, another with hands over his ears, and another with hands over his mouth. It is: "I will see no evil, I will hear no evil, I will speak no evil."

The above proverb may well be considered the sum total of humaneness. Adopt it as a motto of your life and find out how much self-respect it brings you and how your attitude towards others will be one of consideration and kindness. Even though others are weak, it is not our duty to judge them, for in the eternal scheme of things it may be that we ourselves may need the help of this same man or woman to enable us to achieve our ultimate destiny.

The harsh man may well expect harshness. We are none of us perfect, although it is to be hoped that you, through the study of this Course, will keep your determination so strong that you will keep moving toward that goal for life.

The kind man finds that his kindness comes back to him in the respect and affection and friendship of others.

Sympathy

If another is ill or unfortunate, extend him your sympathy. Sympathy costs nothing in the money way, but it often renders a service that money could not purchase.

A feeling of sympathy will smooth over the path of the other fellow, and the ability to feel with others is one that will be of inestimable value to you as a salesman.

If you develop your sympathy, it will aid you in selling, for a sympathetic attitude appeals to many a man. If you develop kindness towards those who need it, it will make it easy for you to convince people you have their best interests at heart.

Honesty is a part of the emotional nature, as is enthusiasm and friendship. Enthusiasm and friendship are two vital factors in selling, hence the importance of sympathy and kindness in the Art of Selling.

Courtesy

Courtesy is another name for politeness. True courtesy springs from the heart. The salesman will be courteous not only to his customers and prospects and employer, but also to all with whom he comes in contact.

Courtesy pays, but you are not going to be a real man if you are courteous only because it pays. You are going to develop into a courteous salesman because it is your duty to so conduct yourself as to get through life with the least friction with others.

It is a law of life that friction causes wear and tear. If you would avoid wear and tear on your disposition, to say the least, you will be a courteous salesman.

Discourtesy will lose you sales, will break friendships, will antagonize customers, and will be a stumbling block that is insurmountable, even though you have all other qualities necessary to complete success.

You yourself like agreeable people. If you are agreeable, others will like you. People do not like or dislike you because you happen to have light or dark hair, a long or a short nose, gray, blue, or brown eyes, or because of the cut of your clothes.

If you have an agreeable disposition, they like to have you as a friend, even if you are deformed in some way. If you show a spirit that attracts others to you, you are welcome in their society, even if you get in the way, and make it necessary for them to put themselves out for you.

One way to make a man like you is to get him to do something for you. Show a disposition that you are willing to put yourself out for others, and they will reciprocate.

Self-interest is important to the salesman. But selfishness is not self-interest. You must look out for yourself, but not to the exclusion of the interests of others. If you show a man that you want to be unselfish in your attitude toward him, it is evident that he will be inclined to be unselfish with you.

The customer, especially, appreciates consideration on the part of the salesman. Many order-takers do not give the customer consideration, and you will find it a distinct advantage in getting business if you show a spirit of true courtesy and try to do more than your share to

make relations between yourself and the customer pleasant.

Punctuality

The salesman who is on time gets the order. The man who makes an appointment and who does not keep it, but lets the other man wait on him, is a thief of time.

You can steal a man's money, and it is possible he will not even miss it, but you cannot steal a man's time without taking an actual part of his life.

Be honorable and be punctual. If you tell a man you will be at a certain place at a certain time, be there. If you tell him you will have an order of goods delivered by a certain date, do it.

The one thing that is worse than breaking an appointment is not notifying the other man when it is absolutely necessary that it be done.

Put yourself out to notify him. Send him a telegram, special delivery message, telephone him, either locally or long distance, as the case may require.

Spend money to satisfy him that you are on the square. It will be a disappointment to him not to meet you at the exact time set, but he will know that you are a man if you put yourself out to let him know that it is impossible to keep the appointment.

It is not a bad idea to be three or four minutes before time, and then wait until the man is ready to see you. It is no excuse to say that your train was late, except in rare instances.

If the man knows that you could not have taken a train that would surely have gotten you there on time, it is a good excuse. Beware of excuses, however, as they will lose you much business.

The correct way is to be on time at all times, regardless of whether you expect to profit by the interview or not. Get the punctuality habit. Once you get it, you will be truly efficient, and it will add to your respect for yourself.

You make others respect your time. At least you do if your time is worth anything. Then demand of yourself that you live up to your own rigid rules of conduct.

Tact and Diplomacy

Tact is a valuable quality for a salesman. It is in some cases the most important quality a salesman can have. It has saved many a difficult situation, and will save many a hard jolt to the beginner or experienced salesman.

Tact is the ability to say and do the thing that will keep the customer friendly. It is the ability to please the vanity of the irritated prospect. It is the ability to smooth the ruffled feelings of an outraged employer.

It has the same effect on trouble and bickering and disagreeableness as oil has on a stormy sea. Cultivate tact and you will avoid indiscretion in speech and action.

The salesman must always be patient with the buyer. It is your business to sell him. You may be doing him a favor, but he has the money, and the cultivation of patience on your part is one of the ways to insure that his money is paid out for YOUR goods.

Patience is closely connected with tact and diplomacy. It is commonsense to drive a quick sale where possible, but where your prospect is a man who does not act quickly, it shows good judgment to be patient, as the important thing to you is the sale of the product you carry.

You will not be able to sell a slow-thinking man by too quick methods. Develop patience and stay with a customer until you have sold him. Never be impatient with him, as he will become offended if he thinks your only interest in him is to get the order.

If you are really interested in him, the fact that he takes a little extra time to come to a decision, will not hurt your good nature. If he is worth the trouble to sell at all, or if you have already invested a good deal of time and perhaps some money to get him in line, it is wise to stay with him and make the sale rather than lose the time and effort and money already invested. The next sale to this customer may be much easier.

Fairness

Be fair to the other fellow, even if he is your competitor. Accord him all the credit that is due him. When he makes a good sale, slap him on the back. Praise him if you can.

Rise above petty jealousy. Be a big-gauge man first,

last, and all the time. Suspicion will not help you win success, unless it comes from intuition or knowledge.

It is necessary, of course, to be discreet, and to keep your business to yourself; but no man ever made a success in life by suspecting others on every hand.

For every crook in the world there is many a man who is as honest as the crook is dishonest. There is still hope for 99 per cent of us.

If a man does you a wrong, forget it. He probably will not be able to do it again. Be on your guard and *do not let it happen again*, though. That's good judgment. But forget it, and don't hold it against him.

You can make a success in life though you have unfair tactics used against you, provided you do not retaliate with the same kind of tools.

If a man is angry, keep cool; if he is dishonest in his methods, be honest; if he is irritated, be tactful. Use the positive qualities when he shows the negative. He will either be ashamed of himself or get out of your way. Either way he will cease to injure you.

Even the crook admires an honest man, and most crooks try to reform at different times in their lives. Be a better-grade man yourself. It will pay you, if not in money, in the feeling of self-respect and happiness you will get from being a whole-souled human being.

Loyalty

Can we underestimate the value of loyalty? Shall we not consider it at its true value, as among the foremost of the salesman's requisites?

Surely the man who would have others as loyal friends and customers, must show a corresponding loyalty to them. What you give you will get in return. Be loyal.

First, be loyal to yourself. Next, be loyal to your house. Then, be loyal to your customer. Be loyal to your profession, Salesmanship. Be an ethical salesman.

Live up to the rules of decency that other salesmen have found right. Use the ability you are getting through studying this Course to render others a service; not to take advantage of them.

What shall it profit the salesman if he make money and lose friendship and self-respect? You are going to

be so closely allied with society in general that your attitude toward society will have much to do in making society an effective exponent of truth and righteousness.

Many a man has made a success in life because he was a cheerful salesman. This quality is bound up with the optimism of the salesman.

He is cheerful because he is in good physical and mental condition, because he has friends, because he has a happy family perhaps, and further because he is rendering a service to mankind, and specifically to his customers and firm.

Temperance

There was a time not so many years ago when a salesman could be a heavy drinker and get away with it, for a time at least. Conditions have changed so that a man who is even known to be a moderate drinker, in many firms is not considered for a position.

Not only should the salesman be careful about drinking intoxicating liquors, but he should avoid gluttony, oversleeping or intemperance in any form.

Morality underlies all character. A man who is not moral cannot be depended upon in any crisis. He is too unstable for successful Salesmanship. He is likely at any time to become the victim of his folly, and undermine his health and therefore wreck his career.

Keep to the straight road; then you can be sure of success, and your self-respect will urge you on to greater achievements.

Concentration

One of the important qualities of a successful salesman is Concentration. The scientific salesman will not vacillate. He will not let his mind wander, but will get down to facts and sell one man before he thinks of how to sell the next.

Or he will in the quiet of his room, after the day's work is over, sit quietly and find out why he made certain sales and why he did not make others.

He is able to keep his mind on one thing at a time, and he does that one thing well. When he is making a sale, he is not thinking of the good time he had last night, or that he expects to have when through today.

He works when he works and plays when he plays. Concentration on himself, on his goods, on his customer, on his field, on his sales-talk on his ultimate success, will do much to make one an efficient salesman.

Knowledge

Knowledge is power. Yet it is true that insufficient knowledge is almost as dangerous to success as ignorance.

Knowledge comes from memory, observation, and study. Memory is experience of the past, observation is keeping eyes and ears open and lips shut, and study is the time you put in reading up on human nature, your goods, yourself, the subject of Salesmanship, and the general subjects which will be of use to you as a salesman.

Wisdom

Use your reason. It is a success-bringing quality. It should be developed and used constantly. Depend on it, and it will seldom fail you. Advice of others is good, but is not necessarily of advantage to you, until submitted to the light of your reason.

Wisdom may be considered as intuitive reason. It is in all probability the sum total of all our good thoughts and good acts and good desires.

It is the spiritual side of knowledge. It is greater than even common sense, for it takes into consideration many things that are uncommon to our experiences, but which give us understanding of life and people and nature, and which convince us in spite of our objective reason that there is something better and bigger than our present existence holds.

Analysis and Synthesis

The scientific salesman is successful in part because he can analyze himself, his goods, his customer, and his field. He can take things apart. This ability is called the power to analyze.

He can also put things together after he has taken them apart. *Synthesis is the ability to put facts and information, or objects together.* It is the opposite of analysis.

Any confusion of mind that the salesman may have had concerning the merits of his goods before he found out what

entered into their make-up will be done away with through analyzing them.

The power of analysis is what makes it possible for the scientific salesman to so successfully compare his goods with the goods of competitors, and bring out the better points in his product.

Confusion results from a superficial knowledge of goods or service. Logical thinking and presentation are dependent upon properly analyzing the product before bringing it to the customer as a salable article.

After a salesman has analyzed his goods, he can answer objections intelligently and with confidence.

Judgment

Discriminating judgment results from correct thinking and correct comparison of ideas and methods and goods. It is an essential to a salesman.

He must have good judgment in reading human nature, in judging his own capabilities, in selling his line of goods in order to succeed. On the quality of his judgment will depend the degree of his success.

Originality

The salesman who pays attention to business, and who keeps himself at a high standard of physical and mental efficiency, will use original methods.

Care must be taken to try out any new ideas that come to you which your judgment tells you are workable.

It is better to learn to depend upon yourself and your own ideas and your own personality from the first. As we have said before, you learn to do by doing.

The man who takes good care of his mind and body and will is sure to find it easier to develop his own original ideas than to imitate others.

Even a monkey will imitate. The nearer a man gets to real manhood, the more he will depend on his own originality to win success.

His own individual conception of how to do things, when strengthened by reason and judgment and experience and observation, will pull him through the tightest places and enable him to close the hardest customers with credit to himself.

Learning to Save

Learn to save, not for the sake of the money, but because a man who is independent of borrowing from others is like a ship with an anchor.

The ability to save is more important than the actual money saved. Even the squirrels are thrifty and store their nuts for the winter months.

The salesman who can do this will feel more a man, and will find it easier to face his prospects and sell them, because he will realize that he is independent of them.

He can therefore meet them as man to man, with a feeling of self-reliance in his heart, and a self-confidence that will shine in his eye, and make it easier for him to do business with others.

System

The great salesmen are those who have adopted some kind of a system, by which they could get the greatest results from the least work. It is not laziness to protect oneself against useless waste of time and effort.

You will have to use so much energy in selling that it is really good judgment to use as little time and effort as possible in the making of each sale; then you will have more energy for other sales, and can make more money.

This does not mean, however, that you are not to put forth all effort that may be necessary to close a prospect, but that you are to take care of yourself in mind and body, so that you can do the greatest amount of physical and mental labor without breaking down, or even causing depreciation of your faculties.

Developing Positive Qualities in Harmony

Above we have outlined the qualities that enter into the Personality of the salesman. It is, as we have before said, true that these qualities are so closely related with one another that the development of one is the development of a part of another.

It is also true that tearing down one quality is sure to hurt another equally important one. The mind and body are a unit, insofar as development is concerned, at least, and the qualities are only taken up in separate order that you may better analyze yourself and find out where you

are weak, that you may become strong, and where you are strong that you may become still stronger.

Between the positive and negative qualities of your personality there is a constant battle for supremacy. You cannot succeed when the negative qualities are in the ascendency. You will surely succeed when the positive qualities are in control. There is no going contrary to the laws of Nature, and when the positive qualities are in control, you are working in harmony with the principles and laws of Salesmanship, and are therefore sure to attain the success you work for, and to which your abilities entitle you.

Personality may be likened to a garden. When you have a garden you cultivate the soil around the plants with great care, thus destroying the weeds that interfere with the growth of the good plants. A man must cultivate his personality garden if he is to succeed as a salesman.

In cultivating personality he is constantly removing the bad qualities and therefore the good qualities have a greater source of energy and nourishment and can grow better.

Developing Positive Qualities at Expense of Negative

Plan to develop the positive qualities at the expense of the negative. The negative qualities are weeds in your nature, and must be killed before they become powerful elements. Weeds are killed by cutting them off near the roots and letting the sunlight shine upon the fresh cuts, or by uprooting them.

Negative traits of character can be killed either by uprooting them when they are small, or by cutting them down near the roots when they are larger. Uprooting them may be considered as discontinuing them; cutting them off near the roots may be considered as fighting them with will power.

Optimistic thoughts are the result of positive thinking. Think cheerful, hopeful, enthusiastic thoughts and you will be an optimist.

Honesty comes from being honest, even in the smallest things. In fact, if you are honest in small things, you cannot be dishonest when a crisis comes in your life.

Enthusiasm comes from faith in yourself, your firm and your goods. Faith in yourself, your firm, and your goods, comes from knowledge of your powers, knowledge of service

your firm will render, and knowledge of the quality of your goods.

You therefore can understand that positive thinking develops all the qualities at one time. One quality can hardly grow at a time, but all of them develop in harmony.

This makes it much easier to develop a personality than it would be if each quality grew by itself; for, if each quality did not partake in some measure of the virtues of all the others, by the time you had mastered the second quality, you would have neglected the first.

Select several positive qualities, and determine to develop them to the highest possible degree. Apply them in your daily work, in your contact with your customers, and in thinking of yourself.

Be courageous, use your will, be courteous, be hopeful, show enthusiasm, be original, show initiative, be punctual.

Let ambition burn brightly in your heart. By constantly thinking and practicing such traits, you will develop personality, and will be a man among men.

Devoting Time and Grit to Developing Personality

You cannot become efficient in a month, or entirely efficient even in a year. True, if you develop yourself, you will show remarkable improvement, and will be pleased with what you have gained.

Remember, however, that a snowball rolls the faster as it gathers more snow and goes down the hill. The development of a powerful personality may be likened to a snowball. The more qualities you have that are positive in their nature, the easier it will be to develop other qualities.

You must be satisfied with nothing short of the highest development, even though it may take years to accomplish your aim.

Fear and hate and anger destroy the bodily resistance to disease and crime. Eliminate such qualities by substituting courage, friendship, and good nature. The negative qualities create a nerve-poison that brings quick destruction.

Your face can shine with the power of personality only when you conquer. You can conquer only by destroying the negative qualities. These qualities when they are powerful become assassins of the will. They dynamite the physical and mental structure of man's being.

Let your will rule. Seek reason and common sense as your guides. They will never fail you in your hour of need.

You Can Be a True Success

No matter how little personality you may now have, you can become a power in the world. You only need a desire to develop to start with and backbone to persevere until you have accomplished your desires.

As you develop, you will be inspired by the success you have obtained seemingly from nothing. If you want to do anything, tell yourself you can do it; then do it in a positive manner.

If you want a certain position, start out to get it; and get it. If you feel certain you will get it, use good judgment in preparing your plan of campaign, as well as common sense in following it up, and the position will surely be yours.

Become master of yourself. You can become master by learning how to master. If you master yourself, you will be able to master others who have not mastered themselves, and your personality will help you to influence others who have mastered themselves.

You can deal with the best men by being a high grade man yourself. Be a master man. Throw off the shackles of negative qualities, and assert your positive nature. Then you will have the respect and consideration of others, as well as self-reliance and self-confidence.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—AM I DEVELOPING A STRONG, POSITIVE PERSONALITY THAT WILL ENABLE ME TO CONTROL MY OWN WEAKNESSES AND OVERCOME THE NEGATIVE STATES IN THE CUSTOMER?
 - 2.—HAVE I MADE UP MY MIND, WHATEVER ELSE I DO, TO LIVE RIGHT AND BE A CREDIT TO MY FIRM, MY FAMILY, MY FRIENDS AND MYSELF?
 - 3.—DO I HAVE THAT KIND OF OPTIMISM THAT RADIATES GOOD CHEER AND INSPIRES THOSE ABOUT ME WITH RENEWED FRIENDSHIP AND COURAGE?
 - 4.—DO MY THOUGHTS, FEELINGS AND ACTIONS URGE ME FORWARD TO THE GOAL OF SUCCESS IN SELLING?
 - 5.—HAVE I DEVELOPED THE WORK HABIT THAT WILL ENABLE ME TO STICK TO IT AND PRODUCE RESULTS WHEN GENIUS ITSELF SEEMS TO FAIL?
 - 6.—HAVE I THE COURAGE THAT FEARS NOTHING, THE DETERMINATION THAT ACCEPTS NO FAILURE, THE SELF CONFIDENCE AND ENTHUSIASM THAT SPUR ME ON AND THE CONQUERING SPIRIT THAT NEVER DIES?
 - 7.—AM I CULTIVATING THOSE QUALITIES OF BODY AND MIND THAT WILL KEEP ME AT THE TOP AND ENABLE ME TO RENDER GREATEST SERVICE TO OTHERS?
 - 8.—AM I PROMPTLY ON THE JOB TO LOOK AFTER MY CUSTOMER'S INTERESTS KNOWING THAT IN THE LONG RUN I AM LOOKING AFTER MY OWN INTERESTS?
 - 9.—AM I ALWAYS FAIR AND LOYAL IN MY DEALINGS AND DO I HANDLE OTHERS WITH THAT TACT AND DIPLOMACY THAT BRING BOTH PROFIT AND GOOD WILL?
 - 10.—AM I DEVELOPING ALL MY QUALITIES IN HARMONY SO AS TO PRODUCE A WELL BALANCED PERSONALITY?
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SUMMARY—LESSON SIX

1. Negative qualities grow; positives must be cultivated.
2. "He profits most who serves best."
3. Personality is the sum total of all positive and negative qualities.
4. Positive qualities grow in harmony with each other.
5. You must learn to control yourself before you can control others.

STUDY UNIT NUMBER ONE
LESSON NUMBER SEVEN

MARKS OF A GOOD SALESMAN

VOL. I
Lesson Seven
THE MARKS
 of a
GOOD
SALESMAN

Marks = Visible Signs—Means for Identification

What a good Salesman Knows about	Himself	{ Weak Points-for Correction Strong Points-for Use
	His Goods	{ Quality Uses
	His Customer	{ Likes and Dislikes Needs Financial Ability
	His Sales Talk	{ Securing Interested Attention Giving Clear Understanding Arousing Desire Bringing Decision
	His Competition	{ Quality—Service Price—Terms
	His Field	{ Hotels Transportation Peculiarities of people
How a good Salesman feels towards	Himself	{ Self Respect Self Control
	His Goods	{ Confidence Enthusiasm
	His Customer	{ Interested Friendly
	His Competition	{ Respectful Aggressive
	His Prospects	{ Desirable Watchful
	Society	{ Open Minded Considerate
How a good Salesman Will act	Personally	{ Well poised Confident
	Handling his Goods	{ Painstakingly With understanding
	While Selling	{ Aggressive but not antagonistic Confident Enthusiastic
	When Antagonized	{ Diplomatic Sincere Alert
	To obtain New Business	{ Aggressive Tactful
	Towards Society	{ Respectful Interested

Remember—Our "Marks" reveal us to those we meet and by them we are judged.

LESSON NUMBER SEVEN

MARKS OF A GOOD SALESMAN

WHAT HE KNOWS ABOUT HIMSELF

THE man who sells without special training has some knowledge of himself, but this knowledge is indefinite and not the result of careful analysis.

It is a haphazard knowledge that comes to him from his observation and experience, without definite study or preparation on his part.

While even haphazard knowledge of one's self is preferable to entire ignorance, yet the scientific salesman, because he is not satisfied with only what he can learn about himself by a hit or miss plan, goes further.

Through the study of human nature and himself, he learns not only his tendencies, but also how to use his bodily powers to create abundant energy.

A salesman must be master of himself. He must know his weak points so he can weed them out. He must know his strong points so that he can use them in overcoming the resistance of his prospect.

Every man has weak points. By overcoming the weak qualities in his nature the salesman develops power to will and think and act.

Hence it is most important that a salesman be filled with self-knowledge, inasmuch as such self-knowledge will give him self-confidence and staying power.

Since earliest times philosophers have said: "Man, know thyself." This injunction is one that should be taken with great seriousness by the salesman, for it is when a man becomes cognizant of his powers through self-study and experience that he is able to reach out and grasp the bigger things in life, and use his powers for the increase of his earnings and happiness.

A salesman's power to influence a customer depends primarily on the confidence that comes to him through a realization that he has powers on which he can draw at will when he needs them.

You are going to learn more about yourself from this Course. Knowledge which may have come to you from your past observation and experience will either be confirmed as useful, or brought back to your mind with renewed meaning.

What you know from the past and what you learn from this Course, plus your education and experience in the future, will become classified in your mind so you can draw from it as though it were a literal filing cabinet of information, and so you can continue to add to it in the future.

What He Knows About His Goods

If there is anything that will bring a salesman confidence and enthusiasm it is knowing his goods. Knowledge of goods, however, does not consist merely in knowing the article itself, but rather its history from the beginning.

For instance, if a man is selling typewriters, he should be able to explain to the customer, should the occasion demand, how the inventor of the first typewriter got his idea of printing one type at a time through a ribbon.

Then he should be able to tell how improvements gradually were introduced and how hundreds of inventors have contributed to the perfected machine that he is offering for sale.

It is necessary that the salesman should be able to explain the actual material that enters into the machine's make-up.

It is evident that if he can convince the customer that the material is of the best quality, confidence will be a natural result.

The salesman should be able to demonstrate all the attachments of the machine, such as the automatic ribbon reverse, the back-spacer, the marginal stops, the margin release, the two-color device, the tabulator key and stops, and to show that the alignment is perfect.

Further, a typewriter salesman can with advantage know something about the actual operation of his machine. It is preferable that he know the most scientific method of operation, which is called the "touch" method. He should be somewhat of a teacher, so he can sit a beginner prospect at the machine and show him what a simple thing typewriting is.

In another lesson of this Course the goods or merchan-

dise will be taken up and you will be shown exactly how to analyze propositions, so that you can quickly have complete knowledge of any merchandise you may handle.

What He Knows About His Customer

The study of human nature is the way to learn about the customer. There are so many different individuals in the world, and these individuals vary so much in their natural and acquired characteristics, that it is impossible for any man, no matter how intelligent and observing he is, to learn about them without some method of classifying them by groups, or temperaments. Here is where scientific study of human nature is of such great value to the progressive salesman.

There are only a few general classes or types of individuals. These different temperaments will be fully considered in a later lesson, but it is proper to say at this time that an individual has the qualities of one or more classes or types in his make-up, as there are few pure types.

How to judge men will come to you from observation of their surroundings, the way they walk, from the sound of the voice, from the shape of the body, whether they are light or dark or medium, the fineness or coarseness of the skin, the features, the expression of the face, etc., after you have made a study of the fundamentals in Character Analysis.

Anything the prospect or customer says or does should be kept in mind as it is of value in judging him in selling. If he has a particular hobby, and you find out what it is, you can tell something about your man from his hobby.

Many efficient salesmen keep a card index or special record of customers, and immediately before calling on a particular customer, refer to the cards or record and refresh the mind with the notes previously made, which tell of his likes and dislikes and other points which will aid in making the sale.

Any little thing he may have said or done when the salesman called before may be brought up to show the customer the friendly interest of the salesman.

As a salesman, you should be able to gauge the will power of your prospect so you can bring to bear all the power of your personality and overcome his opposition.

Did you ever try to pick up a jug which you thought was empty? You reach down for the jug with a certain amount of energy and when you find it is heavier than you thought it was, you are compelled to put forth additional effort before you can lift it.

On the other hand, if you reach down for the jug, thinking it full and find it empty, you will jerk it up rather than lift it. This goes to show that *the mind is accustomed to directing the body to put forth the effort that is expected of it, and no more.*

In selling a customer *the same condition exists.* If you underestimate his mental power or the opposition he can put forth with his will, *you are likely to be on the defensive before you know it.*

Failure to size the prospective customer up right from the first, and to be ready for a man of his caliber, may cost you the sale.

If more effort is put forth than necessary, you are likely to "scare" the customer, and thereby lose the sale, or make it necessary to start all over again.

Even if a customer does not scare because you force him hard, it is useless to waste energy which might be put to better advantage in closing another prospect.

What He Knows About His Sales Talk

The scientific salesman is successful in part because he can plan and deliver a sales talk that is positive. A sales talk that gets positive results comes from careful analysis of goods and knowledge of the customer.

It is true that many salesmen are able to deliver an apparently convincing sales talk with very little training, but the scientific salesman has a distinct advantage in that he can work out his sales talk to fit new conditions and new customers according to his needs.

First: The salesman arouses the **interested attention** of his prospect. He deliberately plans how he shall get such an attitude on the part of the customer.

He will not be satisfied with just one method of approach, *but will work out several methods,* to fit the different types of *men with whom he must deal.*

Second: It is necessary that a salesman make the buyer *clearly understand* his proposition. **Understanding**

is a natural result of saying and doing such things as will give the prospect a clear idea of your goods or service.

At this stage the salesman explains the use and advantages of his product to the customer so that the customer will appreciate its value.

The quality of the goods should be dwelt upon, and the price should not be mentioned unless it is so low as to be a talking point.

Third: After the customer understands what you have to sell, and is convinced that it is good, he must be taught to **desire** it.

You have already convinced him that you are honest and that your house will render him unusual service, as well as that the goods are of standard quality.

Now you must show him that the goods you are selling will be of value to him, that they will satisfy his needs, add to his profits, save him money, or increase his pleasure.

If this is done in a tactful, positive, self-confident manner, it will bring a desire for the goods on the part of your customer.

Fourth: Even though a man desires your goods, he will not necessarily buy them, for there are many objections he may have to buying immediately.

If he does not buy immediately, he will probably not buy at all, or at least not from you.

All through the sales talk the efficient salesman has been overcoming objections. Here he must bring in such arguments as will bring a **decision** to buy on the part of the customer.

Fifth: When you have a customer's decision to buy, you are still up against the hardest part of the sale; that is, **action—immediate action.**

At this point is where so many salesmen fail to make good. All the knowledge of the salesman must now be brought on the actual sale. The article *must be sold*, and *sold now*.

Here is a place where you must be especially careful not to say anything or do anything that will annul the customer's confidence in yourself, your firm, or your goods.

You must lead the customer on, letting him think that

he is doing it all, but you must keep the lines in your hands, and not let him leave the main road.

Guide him carefully, so that you will secure the order, and that he will sign the order blank and give you the satisfaction and profit that come from a successful sale.

What He Knows About Competition

As the salesman must contend against competition, he must know as much about his competitor's goods as he does about his own.

He must be able to answer the objections of the prospect in a confident manner, so that the customer will know the salesman has a knowledge of the market conditions.

He must be able to compare the quality or price of his product in such a way as to show the customer that it is to his advantage to purchase of him.

If the competitor has as good a line of goods at the same price, the salesman must play up the prompt delivery and service rendered by his house—how fully his house is prepared to co-operate with customers.

He may further be able to offer better credit terms, or may find that a little friendly interest in the customer may result in a permanent connection.

The salesman may give the customer ideas and suggestions on how to improve his business, on how to get rid of goods that are now on his shelves and thereby costing him money, or he may tell him of plans used by other concerns to increase their profits or to save on overhead expenses.

It is not only an advantage that the salesman know about his competitor's goods, but about the competing firm as well. He should also be familiar with the personality of his competitor in selling, if possible.

The well-trained salesman never knocks—he boosts; but he spends his time, not in boosting the other fellow's goods, or house, but in boosting himself, his goods, his house.

He takes an attitude of "I don't know very much about the other fellow, but I'm sure of myself, my goods, my house." Such an attitude of confidence shown by the salesman will command respect and often swing the prospect in line for his goods or service.

What He Knows About His Field

Naturally, if a man tries to explore the jungles of Africa, he will take any maps that may have been made by those who have been there. He is not going into an uncharted wilderness with great confidence unless he knows something of its inhabitants, and the conditions he must meet when he is thrown entirely upon his own resources.

The up-to-date salesman will learn all he can about the condition of his field. He will want to know the better-class commercial hotels, how baggage can be best handled in most of the towns and cities, general transportation conditions. He can usually procure time tables and railroad guides which will give him a great amount of information before he starts on his trip.

He should get all the information he can about his field. He should learn the peculiarities of its people, their likes and dislikes, of their environment, and of their local characteristics, so he may be tactful in approaching them. If he has a selected list of firms to call on, he will try to find out as much as he can about the man or men he must talk to.

In going out after the business when he hits a particular locality, he will be able to succeed better if he "gets the lay of the land," and finds out something about the prospect before he goes in to talk with him about his goods.

It is well for a salesman to get an idea of the prejudices of the general run of people in the territory in regard to labor conditions, religion, racial traits, and political leanings, so he can get on the right side of the fence when occasion demands.

It is a good idea for a salesman to believe in democratic principles so far as he can in democratic territory, republican principles in republican territory, progressive principles in progressive territory, and so on.

This is another method of being all things to all men, just so the sale is made honestly and with honor, but a good rule to follow is never to talk politics or religion unless you are *absolutely sure* of your ground.

How He Feels Toward Himself

A scientific salesman respects himself. He respects himself because he has a strong mental, moral, and physical nature.

He is constantly improving his mind through study and observation, and through analyzing his experiences in the light of such learning.

He has self-control, and does not allow himself to degenerate in moral tone. He keeps himself clean in body, and because he lives up to the laws of hygiene, he feels that he is every inch a man.

You, as a salesman, will constantly work toward being a real man in every sense of the word. You may be a highly developed individual right now; but, by looking yourself over, by analyzing your personality, by endeavoring to live up to your ideals, and by keeping yourself clean in both mind and body, you can become a still better man, and therefore a more efficient salesman.

How He Feels Toward His Goods

The man who believes in his goods or service is on the road to success. Such a man is optimistic, enthusiastic, honest, and painstaking to a marked degree.

He handles his product in an efficient manner. He wants his goods to look their best at all times. He knows that through constant use samples will become soiled. He takes good care of his samples and if they become soiled, he replaces them with fresh samples before calling on the next customer, or as soon as possible.

Know your goods and believe that they have honest merit. Know that the qualities they contain are of the best, or that the price is fair.

If you know these things, you can feel right in selling to a prospect. If you feel sincere, and believe in the merit of your product, you can convince the buyer that you are truthful, gain his confidence, and make the sale.

How He Feels Toward His Customer

The true salesman has a kindly, friendly interest in his customer. He realizes that his training has often made him a better man in some respects than the customer, and he endeavors to put the customer at his ease, and make him feel that he is doing business with a man who understands him.

The scientific salesman has a heart interest in his buyer. He really feels interested in the customer. He wants him

to buy the goods he can sell best, and he will do anything he can to help move the goods once they are on the purchaser's shelves.

You must be friendly toward the customer. You should have this friendliness and your kindly attitude toward him because he is a brother man. You must not under any conditions believe he is not worthy of your best effort and attention.

You must feel that he is a distinct individual and as such is worthy of your consideration, and that you intend to make him a friend and keep him as such.

How He Feels Toward Competition

Certain it is that the salesman should overcome competition. He must be willing to fight hard to overcome it. He should, however, always play fair, as by playing fair he will gain the respect of his customer, and the competitor, as well as raise the general standard of ethics in Salesmanship.

Competition is in your field to stay. An efficient salesman will overcome it without any knocking, and without antagonizing the customer, or making an enemy of the competing salesman. If you hit hard from the shoulder, and give the customer facts, and feel honest about the facts you give, you can overcome the strongest competitor you may have.

In a word, the scientific salesman takes competition as a matter of course, but as it is one of the elements that he must fight against, he fights to conquer it; but he has no more feeling about the competitor than he would have of a narrow and shallow stream he would have to cross to get into a new country.

How He Feels Toward Prospects

What should a salesman's attitude be toward new business? He should feel it is his duty to add to his list of customers and thereby make a larger profit for his house, and for himself; also thereby render a greater service by selling his good merchandise or good service to a larger part of society.

The efficient salesman has convinced himself of the merit of his goods, and he therefore feels that his goods or service will surely be of great benefit to a large number of pur-

chasers that he has not had an opportunity to sell. Hence, he is always on the lookout for more business.

You must feel that your goods or service are especially worth-while to new buyers, and that you are doing them a favor by bringing your goods to their attention. They need your goods but they may not realize they need them until you have proved it to them.

How He Feels Toward Society

Society, as here considered, is the general public. The salesman who knows his business, feels that it is his duty to go through life with the least friction.

He feels that he has an ethical obligation to his profession, Salesmanship, and that this is of such a nature as to make it incumbent upon him to put his best foot forward at all times.

The true salesman is polite, obliging, and kind. He is a well-rounded man, and as such he is unwilling to say anything or do anything that will in the least offend those with whom he deals, either in business or socially.

He is a refined, educated man, and feels it is his duty to spread a gospel of good cheer. He is good natured even under distressing circumstances, and thus finds a welcome wherever he goes.

How He Acts Personally

Have you ever noticed the calm, unruffled exterior of a man who could sell? Such a man tends to receive the confidence of the people with whom he deals, for they instinctively feel that he is a man of power.

The scientifically trained salesman has developed poise to a high degree of perfection. He is unhurried in manner, and takes time for everything; sufficient time to see that it is done well.

The attitude of the self-respecting salesman shows that he believes in the brotherhood of man. He acts as though it was his purpose to advance such a brotherhood. He is always ready to aid one of his fellow salesmen. He is willing and anxious to give the other salesman a lift.

His realization of his own powers makes him sympathetic toward those who have not made the success he is making.

He acts like a man. He is a man. He is an executive who tries to live up to his ideals in action.

How He Handles His Goods

When selling a customer, the salesman takes great care to handle his goods in a careful, painstaking manner, for any awkwardness on his part may result in a lost sale.

He is willing to show every sample in his case, and he is willing to make detailed explanations concerning each sample, if the customer indicates that he wants more information about the goods.

If he is selling service, he is careful to make the customer understand what this service is. He explains the hows and whys of such service to the satisfaction of the buyer.

He is never out of patience with the customer, but, on the contrary, is so anxious to please that the customer feels the force of his personality to the fullest extent.

How He Conducts Himself in Selling

Our scientific salesman is forceful, and aggressive up to the point where he will not antagonize the customer. He is bold, but not impertinent. He is sure the customer will buy, and he acts on the assumption that the customer believes that his goods or service are all he says they are.

When the customer loses interest, the salesman regains that interest by steaming up, by enthusiasm. If a customer is aggressive, the salesman turns the tables on him, or utilizes this aggressiveness to get the buyer's name on the order blank.

The efficient salesman knows that it is his duty to get the order, and he therefore acts as if he were going to get it and does get it.

Confidence is a requisite of a successful salesman. If a man is to attain real success in selling goods with the least effort and without undue loss of time, he must be able to impress the customer that he has such confidence in his ability to prove his statements and therefore to dispose of his goods or service.

How He Acts When Antagonized

Should the salesman make a statement that was untactful, and the customer becomes antagonistic, he at once en-

deavors to smooth things over, with a diplomatic remark, or even through an apology if such should seem necessary.

A salesman loses nothing by being able to say: "Mr. Brown, that was not quite fair of me, and I beg your pardon."

Sincerity and real manhood count so much in successful selling that the scientific salesman uses his real self to keep the customer in a good frame of mind.

Naturally, the better way is to keep the customer from becoming antagonistic in the first place. If you must disagree with him, say: "Yes, Mr. Brown, you are right; but . . ." and then go right ahead and disagree with him. Agreeing with him first, and then showing him your angle of the proposition, will in many cases make him think that he thought of your argument himself.

How He Acts To Obtain New Business

No live salesman ever loses a single opportunity to gain new trade. Every new customer means that he can deliver more efficient service to his firm, and that he can make more profit for the house that is furnishing him his bread and butter income.

New customers mean new business friends and an increase in the salesman's earnings.

To the salesman who understands his business, nothing is of greater inspiration than going out after the prospect, the man who is not a customer. The salesman is here put on his mettle, and he keeps his mental and will power at the highest degree of efficiency by fighting down the opposition which a new buyer often erects before he is made a permanent customer for the house.

The attitude of the scientific salesman toward new trade is the attitude of the prospector toward new gold land. The salesman goes after new trade, to get it, in much the same way as the pioneer prospector goes into a new country, with confidence in his heart, and with determination to succeed.

How He Acts Toward Society

As Salesmanship is one of the great professions, the man who respects his profession will conduct himself under

rules that bring him the respect and consideration of all his fellows.

He will, further, endeavor to hold up his part of social obligations. He will support the political party he believes in, he will attend the church he believes in, he will keep in as close touch with all the elements that go to improve our social condition as possible.

He will fight for the weak against the strong, he will support the widow against the unjust, he will endeavor to become a force for good in his community. As he is a trained man, he is a natural leader, and will be able to get the support of society.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—AM I INSURING MY SUCCESS BY GAINING A THOROUGH KNOWLEDGE OF MYSELF, MY GOODS, MY CUSTOMERS AND MY FIELD OF WORK?
 - 2.—DO I KNOW THAT I HAVE THE POWER TO ACCOMPLISH ALMOST ANY DESIRE IF I ONLY SET ABOUT TO DO IT?
 - 3.—DO I KNOW AS MUCH ABOUT MY COMPETITOR'S GOODS AS MY COMPETITOR HIMSELF AND STILL MORE ABOUT MY OWN?
 - 4.—DO I CONSTANTLY STUDY HUMAN NATURE TO LEARN WHAT WILL APPEAL TO A CUSTOMER AND WHAT WILL REPEL HIM?
 - 5.—DO I KNOW THE FIVE STAGES THROUGH WHICH THE MIND OF THE CUSTOMER MUST PASS IN COMING TO A SALE AND WHAT TO DO TO BRING ABOUT THOSE MENTAL CONDITIONS?
 - 6.—DO I KNOW MY FIELD SO WELL BY STUDY AND ACTUAL EXPERIENCE THAT I CAN COVER IT WITH THE LEAST AMOUNT OF TIME AND EFFORT AND WITH THE LARGEST VOLUME OF SALES?
 - 7.—DO I BELIEVE IN MYSELF, IN THE GOODS I AM SELLING, IN THE HOUSE THAT I REPRESENT AND IN THE POSSIBILITIES OF MY TERRITORY?
 - 8.—DO I LOOK UPON THE BEST SIDE OF EVERY CONDITION AND MAKE THE MOST OF IT?
 - 9.—DO I FEEL MY RESPONSIBILITY TO SOCIETY AND STUDY TO FIND WHAT I CAN DO TO ADVANCE ITS INTERESTS?
 - 10.—DO I CONDUCT MYSELF IN A BUSINESSLIKE MANNER, HANDLE MY GOODS WITH DISPATCH, ENTHUSE THE PROSPECT WHEN HE GROWS INDIFFERENT, KEEP COOL WHEN ANTAGONIZED AND ACT THE GENTLEMAN ON ALL OCCASIONS?
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SUMMARY—LESSON SEVEN

1. Knowledge brings confidence and enthusiasm.
2. A knock often times is but a boost.
3. Courage, courtesy and kindness always pay.
4. Service with your goods is as important as the goods themselves.
5. Never antagonize a customer.

STUDY UNIT NUMBER ONE
LESSON NUMBER EIGHT

GETTING THE QUOTED PRICE

VOL. I
Lesson Eight
GETTING
 the
QUOTED PRICE

{ Quoted Price = Standard Current Price.

Sell Yourself { Courage
 First through { Determination
 Confidence

Price Cutting Destroys Confidence

To Prove { Know Costs
 Value of { Explain Efficiency of Production
 Your Goods { Create Confidence

Understand Relation of Freight Rates to Sales.

Special { Price and Quality of Staples
 Price Lists { Competition
 and { Special Discounts
 Concessions { Sales Inducements

Prices in { Special Pricing Power
 Specialty { Quoting Prices on Jobs
 Selling { Pricing on Cost Basis
 Quality and Service
 Extension of Credits

Relation of { Competitive Prices
 Price to Value { Quality and Service Factors

Price Marking and Quoting

Important { Relation of Price to Sale
 Points in { Prices that Will Show Profit
 Price { Holding to Quoted Prices
 Discussion { Quality vs. High Prices
 When Low Prices are Necessary
 High Priced Goods vs. Profits

Pricing { To Save Money
 for the { Give Quality Goods for Satis-
 Buying Public { faction
 Use Service as a Business Builder

To Get Your { Educate Your Trade on Quality
 Price { Show Worth by Comparison
 Satisfy Your Customer

{ Exercise Your Will and Get Your Price.

LESSON NUMBER EIGHT

GETTING THE QUOTED PRICE

SELLING YOURSELF FIRST

GETTING a just and fair price for your goods depends on having sold *yourself* on their value, as much as it does on any other one condition. You are not an efficient salesman *unless* you know the value of your goods, and then *sell them* for what they are worth. You can learn the value of your goods by analyzing them. You can analyze them through the outline furnished in this Course.

The salesman who knowingly overcharges a customer is a commercial pickpocket; if you sell your goods for less than they are worth, you are not alive to your self-interest and self-respect and may even be weak in character and personality.

Courage and determination on the part of the salesman are required in selling goods or service for fair and profitable prices. If you do not possess or develop these two qualities, you cannot become highly efficient. Even when a competitor is quoting a lower price than yours, if you are the right kind of salesman, you will make no unwarranted or unprofitable concessions, if any; it is a confession of weakness in Salesmanship to cut the price to get business.

Successful salesmen sell *the quality and service* in their products; they do not aim to do business on the cheapness of price. This Course is most complete and comprehensive in its treatment of the principles of scientific selling, and it is therefore necessary that you *most carefully follow* the directions contained herein.

As the result of your so doing, you should be able to sell your goods or service for the price your house wants and must get in order to make a satisfactory profit.

Why Price Cutting Destroys Confidence

Getting the price requires sincerity, enthusiasm, faith in yourself, faith in your house and in the *value* of your goods. If you possess these qualities, if you study yourself,

your goods, and your firm's policy, you *can* overcome competition and price-cutting.

When a competitor cuts prices, you have an excellent chance to talk, demonstrate and prove the quality of your goods or service; you have an unusual opportunity to compare values, and to further test your *power to sell*.

Any "order-taker" type of salesman can sell a customer at the customer's own price. If you want to consider yourself as more than an order-taker, you must influence the mind of the customer to your way of thinking about your goods, and you can do this because you will have supreme faith in your product. Knowledge does away with *fear* of price-cutting and competition.

It is because price-cutting destroys that sublime faith in yourself that you are now so industriously building up, that we insist on your recognizing right now that your ability to *get the price* your firm *wants* you to get is the one thing necessary to make sure of your ultimate success.

How to Prove the Value of Your Goods

When you tell a customer that your goods are worth all you ask for them, you *must* be prepared to back up your statements. If you do not know the cost of raw materials, labor cost, overhead, and selling expense, you will not always be in a position to prove your statements.

You cannot convince a customer that you know something unless you *actually* have at least a general understanding of it. He is a business man; he knows something about the elements that enter into the price of goods, and your handling of the case must be logical and business-like.

Many of the best business concerns have reduced their manufacturing cost, which is a big item in cutting down prices to a point where their salesmen can actually underbid their competitors, and still make a good profit. Many such firms have doubled and trebled their profits, while at the same time, they have been able to reduce the price of their goods to their customers. Scientific management is one of the best ways of increasing the profit on goods, and at the same time reducing the price of such goods to the customer.

It is not only necessary to convince a merchant that the cost of manufacturing or producing your goods is such that you cannot sell them for a price lower than the one quoted

and make a profit, but it is also necessary in many cases to show him that your house is using the most modern and efficient methods in carrying on their business, in order for him to understand and appreciate that you are giving the best price that any firm can give him, for the same quality of merchandise.

The customer is not so much interested in the fact that your goods are priced so as to enable your house to make a profit, as he is in *knowing* that your house is efficient, and uses the most modern methods to keep down the cost of its goods so it can sell them to him at rock-bottom prices.

To be able to show the superiority of your goods and service over that of your competitor, you should know what your competitor has to offer. This knowledge you can *readily* acquire by analysis and investigation and most certainly you can gain a better knowledge of your competitor's line than the customer himself possesses.

The Relation of Freight Rates to Sales

Manufacturers and wholesalers deliver the goods sold by their salesmen to the shipping point from which the goods are shipped to the customer. This is called F. O. B., which means free on board. When, for instance, goods are shipped "F. O. B. Chicago," it means that your firm agrees to put the goods in the cars at Chicago.

If under these conditions your customer is in Kansas City, Mo., it means that the customer is to pay the freight from Chicago to Kansas City. If, on the other hand, there is a difference between the price of your goods and those of your competitor, it may be that your competitor does not pay the freight, while your firm does.

Even so comparatively small a matter as the payment of freight to the customer's town, will often swing an order *your way* at a higher price than that asked by your competitor.

It often happens that firms have their forwarding agents in various cities and all goods sold by their salesmen in these cities, are sold at a "delivered price"—that is, freight charges prepaid. This one condition is most helpful in enabling salesmen representing outside firms to most successfully compete with salesmen representing local firms.

It is not customary, as a rule, for firms to prepay freight

charges. However, many firms' policy is to quote a delivered price and prepay freight charges or allow them to be deducted from the merchant's bill.

The products of some of our larger firms have for years been sold on the basis of equalized freight charges, based on a New York freight rate. We refer specially to sugar and coffee. Under this system, a merchant can buy goods from a wholesaler two hundred or more miles from him, and the cost of the goods plus the freight charge that he will pay, will be just the same as if he purchased the same goods from a wholesaler twenty miles away.

It is legitimate to make a profit. Some products can be made to show but a small profit while others can and must produce a big profit. If you are selling a patented specialty and have but little or no competition, you may be able to get a high and very profitable price for it, and at the same time be giving the customer a great value.

If you are selling a luxury, you may be able to get a big profit for a time, until competition brings another similar article on the market. Such staples as clothing, food, coal, lumber, etc., have been dealt in so long, that an advance in price is quickly noted by the buying public, and often an advance in price results in a restriction in sales and profits.

Special Price Lists and Their Use

Standards of price and quality for many of the staples and necessities of life have been established; in many cases they have been recognized for years. As the general cost of production increases, the price of the necessities increases, but there is a limit beyond which this price cannot well go, without going beyond the ability of the average man and woman to purchase such necessities.

Progressive business is tending toward a condition of affairs favoring quicker sales and smaller profits. The old time policy was to charge all the traffic would bear, but competition and the public demand favors the newer policy, under which it is possible for business to make as great or greater profits, and at the same time serve a proportionately greater number of people.

Firms often make a special price list. Discounts which often vary in proportion to the size of purchases, are given to merchants from this list price. The purpose of this

special list and discount may be to keep customers from knowing just what price another merchant is paying, and to increase sales. As costs change, prices and discounts also change, becoming larger or smaller, according to the policy of the house.

A salesman who carries a special price list of the above nature, will often close a sale by giving a discount which the customer did not expect, but to which he was entitled. The above applies particularly to specialty selling. A plain, straight marking of price is *much preferred* in wholesale and general line selling.

The Price and Its Relation to Specialty Selling

The specialty salesman often is given much leeway in making prices. Some of the best men, men in whom employers have profound confidence, make their own selling prices, without interference on the part of the firm.

There are cases where salesmen determine the price to be charged for goods or service, such as in architectural work, public improvements, etc. A salesman who is selling printing, mechanical or building lines, etc., and who has the firm's confidence to this extent, is often a technical man as well as a salesman, as it would be impossible for him to quote the right price unless he could correctly figure what the work could be done for by his firm.

Some firms give the salesman the cost price of the goods, and then instruct him to determine and decide on his selling prices, which will vary in keeping with conditions. As an illustration: A grade of tea that costs the wholesaler or tea importer twenty cents a pound, will at times be sold to merchants for prices possibly ranging from thirty to forty-five cents a pound.

Regardless of what has been said and done in the past, the main determining factor in business is *quality and service*, not price. High price is not a handicap in selling when you can demonstrate that another article, lower in price, *will not* render the service and *does not* possess the same intrinsic value.

Competition is not detrimental to the salesman who knows his goods. Talk your superior quality and service. It is often worth a considerable difference in price for a

merchant to know that he is dealing with a reliable house, and one that will make prompt deliveries.

When the customer can only be made to see that your goods are of equal value as compared with the goods of your competitors, you must get the order on your sales ability and personality, and on the service your house can give. At times the extending of longer time credit, if permitted by the house, is a helping factor, as is also prompter and surer delivery of goods, and the confidence your customer has in your house.

It may be that you can suggest a way that will enable the customer to move your goods more quickly. Give him some good idea for getting business, or some plan you can assist him in working out. As the customer will be interested in quickly and profitably disposing of any goods purchased, you can often get the order on such a plea.

Analysis for Determining the Relation of Price to Value

Analyze your goods. Dig down deep and get the talking points. If your price seems too high, it may be because your competitor is more efficient, or because you are allowing yourself to fear the competition of a poorer quality of goods. If your competitor is more efficient, find out all you can about his methods, and help your house to adopt them. If you feel that you are "up in the air," and seem to lack the courage to face and overcome competition, brace up; the other fellow may be more afraid of you than you are of him, and your goods may represent a far greater value.

You are practicing salesmanship to make a profit, and you want to build your trade and increase your sales and earnings; and efficient salesmanship should enable you to build your trade up to where you can earn at least two or three times what you now earn. You should expect that continued experience of the right kind will bring just that result.

When you build up a profitable trade, you can gain and hold the great good will and loyalty of your firm. You should not push the low priced goods of your firm, unless it urges you to do so, because it will injure your standing with them and result in less profit for you and the firm. Good

salesmen like to sell quality goods for good prices. Poor salesmen like to handle low-priced goods, regardless of their value.

Methods Used in Price Marking and Quoting

In Wholesale and General line selling it is customary to mark samples in plain figures. This creates the favorable impression on the average buyer that you are charging him the same price as you are charging others. He feels that if you have samples marked in cipher, that it would be easy for you to quote him a more excessive price than you are quoting others.

A one price house has no reason for marking goods in cipher. The best houses as a rule, mark their goods in plain figures. This gives the honest and best type of buyer confidence in the statement of the salesman that his house is a one-price-to-all firm.

There are some buyers in certain lines who will seldom buy from a salesman unless they can beat down his first price. If they feel that they have been given some price concession, they will order; but it is seldom that they can be induced to buy solely because of the quality and value of the goods sold, and the service that the house renders.

A salesman *can best handle* this type of buyer by first quoting a higher figure than his regular selling price, and then after the buyer has argued sufficiently and had his way for a time, the salesman will come down to the original figures, and make the sale.

Another type of buyer is the one that will not buy if you cut your price. He feels that if your goods are worth having, they are worth the regular and first price you ask for them, and that you ought to stick to your first price. If they are not worth the first price you asked for them, you ought to have made him the right price in the first place. A salesman should work carefully when selling either of these two types of buyers. Judge your man, and determine how you will handle the price question, if it is not the unchangeable policy of your firm to mark all prices in plain figures and quote but one price to buyers.

Relation of Price to Size of Sale

Quantity of goods purchased often has a bearing on the selling price. Many firms allow their salesmen to quote a

special price or allow a special quantity discount, in connection with the handling of big quantity buyers. At times free goods are given as a bonus with or to induce large individual purchases.

Some firms have no set standard to be followed in the way of quantity price, by their salesmen, but leave the proper handling of such cases to the discretion of the salesman. In dealing with the quantity buyer, under such circumstances, where a lower quantity price can be given, the salesman will first know or determine just what is the cost of his goods including the cost of raw material, overhead of the house, and selling expense; then he will add a reasonable profit, which he knows the house will expect and demand, and offer the goods at that price.

In such a case, know your costs and the transportation conditions in your territory, and be able to tell the buyer *what he wants to know* about your goods. This includes not only the quality of your goods, and how they compare with others, but prices, and how your prices compare with those of your competitors; discounts, and how your discounts compare with those of your competitors; freight rates, and the cheapest and quickest way of routing your shipment to the customer.

The positive salesman will go out after the business determined to get the price his goods are worth. If you are weak here, you are not as good a salesman as you would be if you stand up for what you know is right. If your competitor "gives you a run" on price, he is either more efficient than your firm is, or he is selling poorer quality goods; certainly he cannot afford to lose money on his sales.

Getting a Price that Will Show Profit

Many salesmen are induced to cut prices by shrewd buyers. Your goods, however, are either worth what you ask for them or not. If they are worth all you ask for them and the price you quote, get the price; if they are not worth what you ask for them ask your firm to make the first price right. It is suicidal to sell goods without making a profit. You must *produce a profit* to earn your salary or commissions.

It is an injustice to your house to sell its goods at cost or

less than cost of production plus selling expense, and without a just and fair profit. Any man can deposit his money in a savings bank or invest his capital in bonds or in many other safe ways. When a man goes into business, he gives his time and risks his capital. His capital must therefore pay him *bigger dividends* than would a bank or bond investment.

You must not only make a profit, but a fair one on the goods you sell, if you are to retain your position and self-respect. When your house sends you out it has faith in your ability to make money. If you do not make money for the house you are a failure.

When a customer refuses to buy because "your prices are too high," likely as not he is bluffing you and trying to get a larger profit for himself. Business today is competitive, and it is not usual for a house to seek an exorbitant profit on the merchandise it sells. If the selling prices are not right, they can with advantage be corrected.

Usually the price of an article is fixed by carefully considering the cost of the material it takes to produce it, plus selling expense and general overhead, plus a profit commensurate with the demand for the article and its value to the trade.

Holding to Quoted Prices

If a customer tells you that your prices are too high, by no means attempt to overcome such an objection by cutting them. To do so would be to admit that you tried to rob him with the price you first quoted. You will be admitting that you are not honest, if you make one price and then back down on it, when objection is made to the price on the ground that it is too high.

Offer such a merchant a similar article more cheaply made if you have it, but do not cut your original price. What you must learn from the start, is to "get the price." If you *cannot get the price* and make a profit for your firm, you are not an *efficient* salesman. You are not even a good slot-machine. A slot-machine may be operated by slugs but it will not intentionally sell anything for less than a stated price.

Use your salesmanship ability. If you refuse to be bluffed by your customer, you can usually get the price first asked,

by showing the utility of your product, or by proving the quality of the goods, or through an argument calculated to overbalance his objection, by proving that it will pay him to buy at your price.

Talking Quality to Overcome High Price Objections

Salesmen often meet with the objection from retailers that they cannot sell high grade goods to their customers. The average retailer, especially of the old school, says that his trade will only buy low priced goods. This may or may not be true. It is certain, however, that practically *any class* of customers can be educated up to buying quality goods.

It is an established fact that quality goods will often outwear cheaper goods two or three times over. A ten dollar pair of shoes may last a man a year. A five dollar pair of shoes may wear out in three months, which would mean that twenty dollars must be paid for lower priced shoes in a year, as against ten dollars for the quality shoes.

It is generally understood that it pays to buy *quality* goods, because they are really "cheaper" in the end. Such cheapness is not a theoretical proposition, but an actual fact. When you know that your goods give better service and therefore greater satisfaction, is it not convincing proof to offer a merchant, so he can build up his business in the same way as others are doing?

In your work you will meet with scores of merchants who are making good by selling quality products. Hold up these successes to the merchant who does not want to pay your price. Show such a merchant that he will *profit better* by paying the price for quality goods.

Why Some Merchants Must Have Low Priced Goods

A merchant may really have a class of customers who do not want to pay a higher price, even for quality goods. It is not possible for some people to pay the higher price asked, and others have not been educated to doing so. It will be necessary for you to sell some low priced goods, but let a part of your sale to the same merchant be for quality and higher priced goods. Never cut your price, however, as doing so will *lessen* the value of your product

in your customer's estimation, and will *make* it harder for you to make sales to him in the future.

In various districts of any large city and in the smaller cities and villages, you will find that much low priced goods are still sold, but the sale of quality goods is gaining rapidly. There are districts where it is impossible to sell any great quantity of high-grade goods, as the people, even if they want better quality, can not afford to pay the higher prices.

Usually, however the argument, "your price is too high," will not hold water, and it is strictly up to you to overcome such an objection when it is advanced.

High Priced Goods and Their Relation to Profits

The average consumer who buys low priced and cheap goods, does so because his attention has not been called to the money profit and greater satisfaction gained through buying quality goods. You should be able to demonstrate to the satisfaction of the buyer that this is so. Quality clothing looks better, wears longer and is actually cheaper, because of the superiority of material used in the make-up.

It is the *duty* of the merchant to educate his trade to demand good goods at fair prices. If a merchant will not at least sell quality goods, along with low priced goods, he may often have to explain to a customer who has bought the cheap goods why the quality of such goods is so poor, and be unable to hold the customer's trade, because of having no quality goods to offer. The average customer is *not* left in a good frame of mind when even a cheap grade of goods does not give satisfaction, and his trade is difficult to hold.

It does not help the case for the merchant to say that the customer should not expect to get *good* service and value from low priced goods. Usually the customer will readily pay the higher and more profitable price for the right kind of goods. He does not really want cheap materials in his clothes, or in anything else he uses, if he can afford a better grade, and if the better quality goods, which show the merchant more profit, are called to his attention. He *wants* to pay a price that will insure his getting good service out of the product he buys. He is not afraid to pay well for good quality.

The average man is *willing* to pay a fair and just price for higher priced quality goods. He will be a friend and lasting customer of the merchant who proves to him that it pays to buy higher priced quality goods.

The objection of the average retailer to high price, when that high price is due to the quality of the materials in your produce, is *not* a valid objection and can readily be overcome, if you *know* your goods and can show him just where the difference in price is represented in quality.

What the Buying Public Wants

Poor goods are *never* the best value for *any* class of trade. True it is that some people feel that they must purchase low priced goods, because they lack the money to buy always a better grade, or because the merchant in whom they have confidence does not appreciate that it is his duty to educate his trade to better quality goods. Naturally, people *want* to save money, and low price has its appeal, but it is a misleading appeal in most cases.

A good merchant, however, must build upon the satisfaction which the goods he sells give to his trade and he cannot afford to sell only low priced cheaper quality goods, for such sales do not bring permanent satisfaction. At least part of his sales must be for *quality goods* if he is to keep his customers.

Loyalty of customers is the *foundation* of business success. If a retailer can keep his old customers trading with him, at the same time gradually working up new business, he is *sure* to succeed. Old customers *keep coming* because they are satisfied. Satisfaction results from the sale of quality goods at a fair price, and the actual service a customer gets out of the goods bought.

Usually the customer *will* forget the price he paid, but he will hardly forget how the goods stood the wear and tear of service. It *only* takes a minute for money to change hands, but a poor pair of shoes can cause the wearer daily discomfort, and continued complaints against the retailer until they are worn out.

Service when sold *must* render satisfaction. It is *not* sufficient that the retailer get the money, he *must* consider that the sale is still in progress until the customer returns to his store and makes another purchase because satisfied.

Insuring Permanent Customers Through Selling Quality Goods

The merchant who sells low priced, cheap goods only must depend almost entirely on new customers, if he is to continue in business. People who have once bought from him, will seldom return. No business can *grow* big unless it retains a high per cent of its customers, and judiciously mixes its sales of low priced goods with sales of quality goods.

The *trained* salesman who meets and overcomes objections to his prices, will *not* cut prices but will talk *quality and service*. It is probable that such a merchant only wants to make a larger profit for himself, but if he is really ignorant of how quality goods will help him get more business and make more profit, the salesman must quickly show how and convince him that the handling of quality goods will enable him to increase his sales and profits.

Merchandise and retailers that *give the customer satisfaction* will be recommended to others. This *starts* an endless chain system of word-of-mouth advertising, and good-will word-of-mouth advertising will get business for any merchant. Satisfaction with goods is the *beginning* of a booster—and one booster will bring other customers to the retailer's store.

The man or woman *who* is intelligent and *who* realizes that good quality at a high but fair price is better than poor quality at a low price, is the most profitable customer a merchant can have. When you show a retailer who is inclined to favor low priced goods, that the customers who purchase your better quality goods from him will bring other good customers, he will pay you what your goods are worth, and ultimately thank you for educating him up to your standards.

Educating the Trade to the Use of Your Goods

It *may* be necessary for a merchant to handle cheap goods as well as higher priced goods. If he *hesitates* about paying your price, ask him point blank what kind of people he prefers to have as customers, those who want good goods and are able to pay for them, or those who want low priced goods, and who in many cases cannot afford to pay for even such products.

One point that should be of value in getting a customer to buy from you at the right price, is to *show* him the value of window display of quality goods. Even the poorer class of people have a tendency to buy from the merchant who does business with the better class. It is just another case of the sheep following the ram.

Make *good use* of the point that the cheap goods are generally the most expensive in the end. Customers who pay the higher prices for good goods, get so much more service and satisfaction out of their purchases and they are really paying less than the customers who pay but a small original price, and who buy over and over again, while the higher priced, better quality article is still rendering service.

Show a merchant, from his own experience, *how* it pays to buy better goods and service. Usually he will *admit* that he has had experiences where he has used both poor quality and good quality merchandise, and where he has found that it *paid* HIM to buy the better class of goods.

Comparison As An Aid In Getting the Quoted Price

Comparison between quality goods and low priced goods is often necessary in proving your case with the retailer. When you make such a comparison it is usually very convincing. We have in mind a hat salesman who took the customer's own hat, knocked the crown out, and then compared the poorer quality of the broken hat with the quality of his line. Of course he offered to provide the customer with a new hat or to pay for the one he had destroyed.

Such extreme methods are sometimes valuable but they must be used with discretion, especially by the beginner. Almost anything is fair in Salesmanship, provided it be aboveboard, and that it will not antagonize the customer.

You must consider the following point carefully, if you are to get and keep a merchant's permanent trade. If you are introducing a good line of goods to a merchant who has handled a poor line, be sure not to take too large an order the first time, unless you are reasonably sure he will have sold a good part of the goods by the time you reach him on your next trip. It would be far better not to let him "go too strong" on the first attempt, in-as-much as you will want to develop him into a permanent customer.

Quality goods do cost more than cheap goods, but **THEY ARE WORTH MORE**. This should always be your contention, and you can and must prove that your contention is right. Never cut prices. Prove that your goods are worth all, and more than you ask for them. Then you can be sure of doing a good and profitable business. Of course, all of your best business will not come on the first trip. Trade that you don't sell on your first trip, you can sell later, and at your own quoted prices. Retain the respect of the merchants and buyers not only for yourself, but for the sake of your firm and your goods.

This lesson contains *much* material and many talking points that you can *use* almost word for word, in many cases, in *overcoming* all possible objections advanced by customers, in relation to the price or quality of merchandise.

If the customer *tells* you that he cannot buy unless you cut your price, you will find page after page of material in this lesson which will directly apply to the case. Merely slightly change or adapt the wording to the customer, instead of to yourself.

Right now, while you are on the lesson, stand up and repeat aloud, the many reasons why it will profit the merchant to pay the quoted price for quality goods and service.

Imagine that you are interviewing a merchant and addressing your arguments to him, and in doing so, you will slightly and sufficiently change the wording of the lessons to apply to his case.

The development of the positive traits in your character and a thorough understanding of your proposition will enable you to get your price for your goods or service.

Specially Prepared Appeals to Use in Selling Quality Merchandise and Getting the Quoted Price

We list below answers which can be wholly or partially used to advantage in overcoming objections advanced by buyers which have a direct bearing on the price or quality of merchandise or service, and which can be changed to fit conditions peculiar to the different kinds of merchandise or service offered for sale by salesmen.

“My Trade Demands Cheaper or Lower Priced Goods”

Answer—Are you sure that all of *your* trade, and the other desirable trade that you would like to *make* yours, wants nothing but low priced goods?

The merchant who handles only low priced goods cannot appeal to the best trade, and must content himself with catering to the cheaper trade.

Just stop and consider that the *better quality and higher priced merchandise purchasers of today* were, in most cases, the former users of low priced goods. Your customers can be *educated* to buy higher quality goods; they *are* being educated to do so every day, and if *you* are not helping in this educational process, some of *your competitors are*.

It has been your experience that people have come to your store with the intention of spending only \$1.00 for an article, but before they leave they have possibly paid \$1.50 or \$2.00 for the same or a similar article.

There is no question but what goods of high quality are more attractive—give better service, and represent a greater value than inferior, low priced goods.

Many of the people who buy from you are continually weighing *price* against *quality*; they are attracted by *quality* goods, and, at the same time, *low priced, inferior* goods also have an attraction for them. They will often center their attention on a low priced article and on another higher quality article; they seem to be unable to decide which to purchase. This is positive proof that people are not always desirous of buying the inferior, low priced goods.

Every merchant has a certain demand for low priced goods, but this is no indication that he cannot also sell *quality* goods along with the goods of less value.

It certainly will pay you to at least carry enough *quality* goods so that your customers and others whom you would be glad to have become customers, will know that they can buy *quality* goods at your store, and, at the same time, purchase lower priced goods.

Customers are impressed by this policy; they may hesitate a little at first, at the higher price that it will be necessary for them to pay for *quality* goods, but they are *impressed*, and they will sooner or later, make at least a part

of their order for goods of good quality. Although they cost you more, they are far more profitable to you in the end, and will better enable you to hold and increase your trade.

One of the best ways to lose a customer is to sell him poor, low priced goods, even if he asks for them. No matter what the price paid is, if the goods do not give service, the customer feels that the merchant is to blame. Get a reputation for handling low priced, cheap goods and continue to give your trade inferior merchandise, and a good part of it will soon be going elsewhere to purchase; this last statement has been proved by the actual experience of many hundreds of merchants.

There never was a more favorable time than *right now*, to sell first-class goods; customers want to buy goods as cheaply as they can, at any time, but, they are coming to know that poor quality, low priced goods are not cheap at any price.

The tendency of the Times is toward higher priced, *quality* goods, in all lines. The cost of living is increasing as is also the cost of "high living." What people thought were *luxuries* ten or twenty years ago, they now class as the *real necessities* of life.

If *you* will not handle and push higher priced, *quality* goods, the *other* merchants *will*; in fact, they are doing so. The most successful merchants, in the long run, and those who increase their trade from year to year, are those who give customers *better* goods, instead of *cheaper* goods, and it will be much more profitable for you to do a big business with *quality* merchandise, than a small or even a large business with low priced goods.

"Will Not Buy Unless You Give Me a Cut Price"

Answer—The price cannot be made lower, as it has already been placed at the very lowest figure possible, consistent with *quality and service*.

If I could cut my price it would be proof of the fact that I did not give you my lowest price at the start. You would lose confidence in me, and wonder if the lower price I quoted was not more than I had offered to some other customer of mine—possibly a competitor of yours.

Any cut in price must come out of the value of my

merchandise or the service my firm and myself can give you.

As a merchant, you know that right priced goods that sell for \$1.00 are not as good as right priced, *quality* goods that sell for \$1.50 or \$2.00. When bargains are offered, there are generally good reasons for any price reduction; such as, the goods being out of style—or a lack of a full line of sizes—or the quality is not right—or the goods are shop-worn.

There must be *some* reason for any cut in price, but there is *no* reason for our cutting our price, and, as a merchant who knows value when he sees it, you will admit that I am right.

My goods are worth the price I am asking. I am not holding anything back. I am at least business man enough to know that I could sell you easier if I could cut my price, and rest assured that if an exception could be made in your case and I could cut my price, I would not hesitate a minute in doing so.

As an illustration—if a customer comes into your store and offers to pay you \$15.00 for a suit of clothes that you have marked to sell, and should sell for \$20.00, wouldn't you tell him that the suit is a big value for \$20.00; that you are a one-price house and that it would mean a big loss to you if you accepted \$15.00 for the suit; that, in fact, you would be justified in asking \$25.00 for the same suit, as other merchants are doing?

Why not consider this matter from the same standpoint? I gave you my best price right at the start. We have but *one* price, and this price will *never* be lower *unless* the quality of the goods or our service is made lower.

We have a reputation to maintain, and that means far more to us than the loss of any one sale or hundreds of sales.

Quality and price considered, Mr. ———, it will bring you more business and more profit, and it will pay you to put it in.

If I were offering you merchandise that was not well worth the price I have quoted, I would cut my price; but, for every dollar we are asking for our goods, we are giving *full* value.

You will agree that in your retail trade the best class of customers do not expect to get the best merchandise for the lowest prices. Even in handling the customers who

are always looking for bargains and who are always trying to beat the merchant down on his price, a few well spoken words of caution, to the effect that it is not economy to buy poor, low priced goods, will often induce them to see their mistake, and cause them to be entirely willing to pay more money for *quality* goods.

The *buying public* is coming to understand the fact, more and more every day, that good merchandise is cheaper in the end, and that the little additional cost is well worth paying.

The goods that I am here to take your order for today, will help you build up your business and increase your profits. *I cannot cut my price*, but *you* can afford to pay the price I have quoted, because my goods will make a good profit for you.

Our goods are worth every cent we are asking for them. The price is already way down, and we would lose money if we shaded it any further. We cannot afford to do it, and certainly, wouldn't it be better for my firm to call their Salesmen in off the road and close up their business, than have their Salesmen out selling goods for them at a loss?

When your Doctor or Lawyer presents his bill to you, or tells you what he will charge for his service, you never think of asking for a reduction. You pay his price because the Lawyer can, or has won your case, and because the Doctor guards the health of yourself and your family. A cheap low-priced Lawyer or Doctor would be dear at any price.

Our goods will win *your* case with the public, and enable you to do a *healthy* and profitable volume of business with it.

You can sell our goods at a fair and just profit, because they are well worth the money that it will be necessary for you to ask for them.

It Can Be Done—You Can Do It

As a Salesman, you can do what others say you cannot do. It takes time to make good. But *time and work* are the *investments* you must make *to win success*.

You are a man and you realize that you must work out your own Future. This being the case, you are not going to act as if you were a worm, unable to help yourself, unable

to wriggle out of the way when the heel of despair begins to crush you.

Get busy now. Show the stuff you are made of. Are you gold ore or leavings? Are you gold dust or silt?

You are the only man in the world that can help you.

This Course will start you toward Success. Even reading and studying this first book has been an inspiration to you. It has shown you how to *achieve success*. *It has awakened you to the powers you possess.*

Determine to succeed. Take yourself in hand. Achieve. Put obstacles behind you. Forget everything except that the Science of Salesmanship will bring you Success—A Larger Income, More Congenial Work, and Happiness. Thousands of others have studied Scientific Salesmanship, and *you can succeed* just as these others are succeeding.

Success is no elusive thing. It is for sale—at a price. The price is Work, Study, and Ability. Pay the price. You can insure that *success* will be your portion in life. Success in Salesmanship results from *knowledge* of yourself, *development* of personality, *knowledge* of your goods, and *ability* to read human nature, all of which are taken up fully in this Course.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—**DO I SELL MYSELF BEFORE I TRY TO SELL THE BUYER?**
 - 2.—**DO I CREATE CONFIDENCE IN MY GOODS BY REFUSING TO CUT PRICES?**
 - 3.—**DO I TALK QUALITY OF GOODS AND HOUSE SERVICE WHEN A COMPETITOR UNDERBIDS ME?**
 - 4.—**DO I SELL MY SPECIALTY AT THE HIGHEST POSSIBLE PRICE, BECAUSE IT IS WORTH ALL I ASK?**
 - 5.—**DO I ANALYZE MY GOODS SO I WILL HAVE FACTS AND POINTS THAT WILL INDUCE A CUSTOMER TO BUY THEM, EVEN IF MY PRICE IS HIGHER THAN THAT QUOTED BY OTHERS?**
 - 6.—**DO I MARK MY GOODS IN PLAIN FIGURES, THUS SHOWING MY ABOVE BOARD METHODS TO THE CUSTOMER?**
 - 7.—**DO I KNOW WHETHER I CAN LEGITIMATELY CUT MY PRICE ON A QUANTITY ORDER?**
 - 8.—**DO I HAVE THE COURAGE TO HOLD TO MY ORIGINAL PRICE WHEN A SHREWD BUYER TRIES TO "BLUFF ME"?**
 - 9.—**DO I SHOW MY TRADE THE BUSINESS BUILDING VALUE OF USING HIGHER PRICED AND HIGH GRADE GOODS?**
 - 10.—**DO I COMPARE MY GOODS WITH THOSE OF MY COMPETITOR AND DO SO IN A WAY THAT WILL BRING OUT THE STRONG QUALITIES IN MY GOODS?**
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SUMMARY—LESSON EIGHT

1. Anyone can give goods away. It takes a salesman to sell them at a profit.
2. Rapid turnover with a small margin of profit is better than slow turnover with a wide margin.
3. Price cutting will result in loss of confidence of customers.
4. Quality folks buy quality goods.
5. Tell your customer what he can get for the goods you sell him—not what they will cost him.

